

13 Planning

Planning

Capability Definition

This capability is the foundation on which all other capabilities are developed and enhanced. Specifically, all hazards planning is a mechanism to develop, validate, and maintain plans, policies and procedures describing how the Federal, State, local and Tribal governments will prioritize, coordinate, manage, and support personnel, information, equipment and resources to prevent, protect, respond to and recover from incidents such as those described in the National Planning Scenarios.

Capability Outcome

The planning capability ensures the ability to prevent, protect against, respond to, and recover from acts of terrorism, natural disasters, and other emergencies. The planning process and the resultant plans incorporate an accurate hazard analysis and risk assessment.

Capability Discussion Points

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

- The adequacy of the planning process for statewide homeland security programs and processes.
- The sufficiency of staff to manage planning efforts.
- Updates of all hazards plans, policies, and procedures, as well as frequency of the review of documentation and whether these updates and reviews are consistent with recommendations to update – at least annually.
- Mutual aid agreements and regional collaboration efforts in place to coordinate planning effectively across jurisdictions and/or regions.
- Additional planning needed to achieve goals identified in the NCR/UASI strategy.
- The sufficiency or insufficiency of the current planning staff. Consider reasons why or why not to hire additional full time or part time planners.
- Plans in place to ensure connectivity with other efforts, such as hazard mitigation,
- Centers for Disease Control and Prevention, Health Resources and Services Administration etc.

NCR Discussion Results on Planning

Resource	SW	Comments
People	S	<ul style="list-style-type: none"> • We have qualified, experienced subject matter experts. (2) • Health and hospitals have great plans and collaboration processes. (3) • All jurisdictions have planners. • Have ETOP exercise training oversight panel
	W	<ul style="list-style-type: none"> • Need more planners to address regional issues. (10) • Need to have discipline (law/fire/public health) integration. (5) • Need subject matter experts to be funded to participate in various planning processes such as exercises and drills. (4) • Need to incorporate experts into planning process. (3) • Need to integrate traffic management systems with operating procedures. (2) • ESSF8/Public Health is continually confronted with new threats. To combat this, there needs to be augmentation planning, training, and management personnel from public health in the NCR. • Need to develop an NCR plan coordination committee.

Resource	S/W	Comments
		<ul style="list-style-type: none"> • Need to designate planning staff to support operational functions. Cannot write plans by committee. • Need an organizational structure to apply specialists. • Need better agreement between Feds, states, and local governments to operate together. • Do not have designated regional planners for fire. • Need a process to decide what plan is needed during an emergency. • Lack of health personnel on planning panel. • Need to integrate non-profits and private sectors.
Equipment	S	<ul style="list-style-type: none"> • Inventory of assists deployment methods • These meetings helps organize and gather ideas to use equipment for multiple projects
	W	<ul style="list-style-type: none"> • Need inventory management system in the region that reflects what critical assets exist (5) • Need dedicated planning equipment for NCR; need computer databases scenario driven programs connected to critical infrastructure (4) • Need to validate effectiveness of first responders PPE (4) • Need to improve communications (2) • Need video conferences and other tools to bring people together • There need to be tools available to aid in the response that all agencies can share • Need continued funding for <i>Essence</i> to enable downloading of exercises • Debris equipment usually not considered essential in planning/UASI process; first responders dominate all discussions of equipment • Standardization of specifications of detection equipment • Need online infrastructure that can support training and credentialing/tracking of all ESF 8 responders (hospital, public health, MRC, EMS, private physicians)
Training	S	<ul style="list-style-type: none"> • Training can be funded by DHS • Training in RICCS and virtual J/C (VJIC) • NCR does an excellent job of training
	W	<ul style="list-style-type: none"> • Cross ESF training opportunities • Coordination of training to respond to after action items from events, exercises • Unlike other responder groups, ESF 8 does not have a training curriculum, academy, nor can make use of overtime or backfill. ESF 8 is forming a steering committee and work group to set regionally standard curriculum and leverage online trainings, but need personnel (planning, training, technology) and technology equipment to support this. → not all needed courses currently available • No coordinated NCR training for planning exists that is consistent across all region • Training on plans, continuous effort to include follow up on daily basis to include other disciplines • Capacity of disciplines to train and keep people abreast on changes. • Need to better define the goals to establish training that will facilitate exercises. (need connection between training and exercises). Evaluation should lead to new planning exercises. • No methods for "work place" training exercises • Lack of "feedback" methods to change • Need training on planning • Need to conduct trainings on regional energy emergency plan for emergency liaison officers • New training modalities to enable health participation • Development of resources and materials for implementing emergency transportation – plans/procedures • When coordinated – complete plans are developed, the regional partners will need training • If/when training – what plans are you training to? • Have not developed a plan to train field-level personnel • Development of resources and materials for implementing emergency transportation plans and procedures • Training of fire/police related to hazard detection devises. • Need integration of health in to training of other ESFs → need higher level training on health,

Resource	S/W	Comments
		medical and behavioral health
Exercises/Evaluation	S	<ul style="list-style-type: none"> • UASI '05 funds being used to develop a debris-specific tabletop exercise • Continued funding for ESSENCE that will enable system evolution and exercises • Training can be funded by DHS • Individual agencies have their plans and discipline; specific planning seems to be in-place • Standardization of template for exercises to include all disciplines • Plans are well integrated within individual jurisdictions • Development of health subject matter • Coordinated regional medical prophylaxis exercises and real-life experiences • New delivery methods of exercise for using own "workplace" exercises
	W	<ul style="list-style-type: none"> • Greater integration of health and medical agencies into exercises (including participation of health matter experts) (3) <ul style="list-style-type: none"> ○ Health and hospitals need membership on ETOP ○ Participation of health matter experts • Lack effective incorporation and implementation of lessons learned from exercises (3) <ul style="list-style-type: none"> ○ System to track action items from After Action Reports, including tracking solutions and resolutions ○ Accountability for making certain gaps and weaknesses are fixed ○ Corrective action program needs to be managed more effectively at regional level • Exercises and plans do not comprise the entire NCR and all functional disciplines (3) • Testing of jurisdictional assumptions to identify gaps (i.e., signal timing strategies) (2) • Integrate RESF-15 into all exercises (2) • Incorporate all ESFs (including 6, 14, and 15) and nonprofit and business sectors (2) • More training with media (2) • No capacity of people or support adequately to integrate plans across jurisdictions (2) • Debris removal not included in most exercises • Sharing of best practices • Funding needed • Real-life events as case studies • Need regional exercise to test the regional energy emergency plan • Federal involvement in all exercises • Joint exercises on planning and response, similar to events like the inaugural • Objectives need to be thoroughly defined and matched to training
Plans, Policies and Procedures	S	<ul style="list-style-type: none"> • Good health care plans in place- ESSENCE will help with continued function of this plan. (3) • The NCR has a strategic plan. (2) • Individual agencies have their plans in place. (2) • Have local mutual aid agreements for fire.
	W	<ul style="list-style-type: none"> • Need to integrate plans cross-jurisdictionally and cross-disciplinarily. (8) • Need to establish a plan/ procedure for regional NCR. (8) • Lack of overall integration plan architecture. (3) • Need new ESF15 planning. (3) • Need new ESF14 planning. (3) • Need ESF6-wide planning. (2) • Need ESF11 planning. (2) • Need an integration of all regional transportation plans and the incident management plan and procedure. (2) • Need to integrate ESF15 into pandemic flu plan. (2) • Unclear how NCR strategic plan will be integrated. (2) • Need decreased disconnect between federal, state and local needs. (2) • Need more plans to communicate with SNPs. (2) • Need help developing mutual aid agreements for public works department. (2) • Need cross ESF planning. • Need to develop strategic plan for emergency preparedness training.

Resource	SW	Comments
		<ul style="list-style-type: none"> Identify what plans are needed. Assign ownership to plans so someone/ some organization is responsible for development and maintenance. Need development of "clearinghouse for tools." Need to update the regional emergency energy plan on a regular basis. Need to better consider recovery plans (and debris function) in other plans. Need more local-to-local sharing of exercises, trainings, and best practices. Need to refine COOP plan. Need adequate plan for first responders' families whose family is on extended work hours. Need regional logistics maintenance plan. Need plan to go beyond ESF to include NIMS. Need new planning for community engagement working group. Health needs to be included in multi-disciplinary exercises.

NCR Concept Papers and Initiative Plans

<p>CONCEPT PAPER</p> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 27, 2006	
		David Robertson, Executive Director, Metropolitan Washington Council of Governments	
		777 N Capitol St Suite 300 Washington ,DC 20002 (202) 962-3200 drobertson@mwkog.org	
Project Title:	Continuation of COG Professional, Technical, and Secretariat Support	Estimated Grant Amount	\$960,000
NCR Strategic Goal Alignment:	COG supports the four goals and each of the objectives listed under the goals in the NCR Strategic Plan. Goals and objectives that COG supports are listed under "Allowability".	Allowability	Goals and Objectives supported by COG are attached for your consideration.
Estimated Timeline	February 1, 2007 through February 1, 2008	Dependencies and Cost Factors:	COG staff works with more than 50 different committees to address challenges associated with the 37 Target Capabilities and other matters identified by the committees.
<p>Problem Statement/Project Description:</p> <p>The Metropolitan Washington Council of Governments (COG) proposes under the Urban Area Security Initiative (UASI) to continue to provide Professional, Technical, and Secretariat Support to include Program Coordination for the National Capital Region Emergency Preparedness Council (NCRPEC), for the Chief Administrative Officers (CAO) Committee in its UASI support and oversight role, and the supporting of the COG Committee/Regional Emergency Support Function structure serving as the lead for UASI funding process. The Professional, Technical, and Secretariat Support provided by COG assist the Senior Policy</p>			

Group with ensuring that preparedness planning efforts across the NCR are fully coordinated and appropriately integrated so that activities are consistent, non-duplicative, efficient and effective. COG will perform these services by providing a forum to convene, record, and support the coordination of regional preparedness efforts across the National Capital Region. Also, COG will provide program support for certain UASI activities approved by the CAOs. This includes working with COG committees/regional emergency support functions to solicit concept papers, to develop projects, to present grant applications to CAO's, and to execute approved grants when appropriate.

COG has a long and distinguished history of facilitating regional agreements and plans, with a special focus on emergency planning and program coordination. Prior to September 11, 2001, more than twenty major regional agreements and plans had been adopted through COG, addressing problems related to snowstorms, water supply and drought, bioterrorism, transportation, energy, and other areas. These agreements and plans have been of great benefit to the region when responding to emergencies over the past two decades. Since September 11, 2001, COG has assisted the region in its greatly enhanced effort to prepare for and respond to regional emergencies by providing Professional, Technical, and Secretariat Support under its FY 2003, FY 2004, and FY 2005 UASI grants.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Coordinate, schedule & staff NCR EPC meetings to address National and NCR priorities to include UASI matters	COG Board, State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support EPC in decision making & in tracking and addressing action items	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance
2. Coordinate, schedule, & staff CAO's Committee meetings to address National and NCR priorities to include UASI matters	MD, VA, & DC CAO's meet with State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support CAO's in tracking & addressing action items; assist w/priorities/decisions	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance
3. Coordinate, schedule, & staff Emergency Managers (EM) Committee (R-ESF#5) meetings to address National and NCR priorities to include UASI matters	Local EM Directors from MD, VA, and DC meet with other R-ESFs, officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support EM Committee in tracking and addressing action items; support decision making & priority setting	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance
4. Coordinate, schedule, & staff the Fire Chiefs Committee (R-ESF#4, 9, 10) meetings to address National and NCR priorities to include UASI matters	Local Fire Chiefs from MD, VA, & DC meet with subcommittee chairs, State and local officials and federal partners as well as private, for profit, non-profit, and volunteer organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support Fire Chiefs in tracking and addressing action items; support decision making and priority setting	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance
5. Coordinate, schedule, & staff the Health Officials Committee (R-ESF#8) meetings to address National and NCR priorities to include UASI matters	Local Health Officers from MD, VA, & DC meet with subcommittees, State and local officials and federal partners as well as private, non-profit, and other organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support Health Officials Committee in tracking & addressing action items/priority setting	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance

6. Coordinate, schedule, & staff the Police Chiefs Committee (R-ESF#13) meetings to address National and NCR priorities to include UASI matters	Police Chiefs from MD, VA, & DC meet with subcommittees, State and local officials and federal partners as well as private, non-profit, and other organizations	Prepare meeting notes, research documents & action items addressing regional priorities; support Police Chiefs in tracking and addressing action items & priority setting	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance	
7. Coordinate, schedule, & staff the R-ESF and Regional Program Working Groups (RPWG) meetings to address National and NCR priorities to include UASI matters	All RPWG's brief the 15 R-ESFs and State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support leads in tracking and addressing action items; assist in priority setting & decision making	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance	
8. COG maintains data bases that enable the NCR EPC, CAO's, SAA, and others to distribute information to and receive information from the R-ESFs	The data bases are maintained by R-ESF for State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	COG can deliver documents to representatives on all R-ESFs in a relatively short period of time and it can receive and compile requested input in a timely manner; + COG web site	Data bases are accurately maintained & records of documents sent and received are recorded in the data base by COG staff and are available to authorized individuals upon request	
9. COG assist the SAA in setting up and administering the UASI process and in working with the R-ESFs to develop and execute initiatives	State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations are included in the UASI process	COG works with R-ESFs and others to develop Concept Papers and other documents IAW established timelines established by the SAA or his representative; COG supports the UASI decision making process	COG will place Concept Papers and other documents on the COG web site and prepare notebooks containing these documents for the review process IAW with established timelines	
10. Coordinate, schedule, & staff other support R-ESFs: Transportation (R-ESF#1), Communications (R-ESF#2), Water & Debris Mgt (R-ESF#3), Mass Care (R-ESF#6), Resource Support (R-ESF#7), Food (R-ESF#11), Energy (R-ESF#12), Media & Outreach (R-ESF#14), Donations & Vol Mgt (RESF#15), Correctional Chiefs Committee, & others to address priorities	Support R-ESFs representatives from local jurisdictions in MD, VA, and DC State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	For each of the additional 9 Support R-ESFs and others COG prepares meeting notes, research documents and action items addressing regional priorities; supports tracking and addressing action items; supports decision making; supports priority setting; and supports the R-ESFs in maintaining accountability	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance	
Project Performance Measures			Baseline Value	Target Value
1. Meet the needs of the NCR EPC Chair and its members in scheduling and staffing meetings and addressing action items (National and Regional priorities) and assist in maintaining accountability			90%	100%

2. Meet the needs of the Chair of the CAO's and its members in scheduling and staffing meetings and addressing action items (National and Regional priorities) and assist in maintaining accountability	90%	100%
3. Meet the needs of the Chairs of each of the 15 R-ESFs/others and their members in scheduling and staffing meetings and addressing action items (National and Regional priorities) and assist in maintaining accountability	90%	100%
4. Work with R-ESFs to prepare Concept Papers that they desire to develop to address identified Target Capability weakness and other items in accordance with established timeline (National and Regional Priorities)	90 %	100%
5. Maintain a data base for R-ESFs/Committees so that information can be distributed in a timely manner when requested by the a chair	90%	100%
6. Prepare and submit monthly financial reports and quarterly program reports in accordance with guidance from the SAA's office	90%	100%

INITIATIVE PLAN

Continuation of COG Professional, Technical, and Secretariat Support

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

Continuation of COG Professional, Technical, and Secretariat Support. COG supports the COG Board of Directors, NCR EPC, CAO's Committee, R-ESFs 1-15/Committees and others in a very broad mission. UASI funds are used to address Homeland Security and emergency preparedness activities to include priority needs and strengths identified through the program and capability evaluation. COG provides assistance to the SAA's representative in the prioritization analysis. COG works with R-ESFs and others to develop Concept Papers/Initiative Plan Templates to address selected priority needs and strengths in the NCR and supports the SAA's representative throughout the UASI process to include assisting with Investment Justification. Once ODP approves projects, COG becomes the project manager for selected projects, provides support to R-ESFs/Committees and others in administering other projects, and provides coordination/communication link between R-ESFs/Committees/others and the SAA's representative and others. COG also works with private, non-profit, for profit and other organizations to address priority needs and strengths identified through the program and capability evaluation.

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

COG supports the 18 jurisdictions that make up the National Capital Region and works with them to address regional program and capability needs. COG promotes regional coordination and cooperation in emergency planning and preparedness. COG coordinates the regional collection of jurisdictional data for emergency preparedness projects. COG provides regional promotion and awareness of upcoming emergency preparedness events. COG promotes cross-disciplinary emergency preparedness communications. COG provides timely dissemination of emergency preparedness communications from the COG Board, SAA, SPG, and CAO's to R-ESFs and Technical committees. COG provides planning support to the R-ESFs/Committees. COG collaborates with the SAA's representative to develop strategic guidance for the NCR.

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

COG has been existence for almost 50 years. It has a long, distinguished record of providing leadership and support for programs throughout the region. Fortunately, COG has most of the resources, processes, and tools in place to provide for the continuation of support to the NCR. In fact, COG is ideally suited to provide needed support to the region. COG has professional, trained staffs who already work with the 15 R-ESFs/Committees as well as a number of technical committees. The primary effort of most of these groups is focused on the enhancement of Homeland Security in the NCR. They have and continue to set up special groups to address specific Homeland Security matters. The processes are well established at COG to provide the needed support. For example, the SAA's representative recently needed a consultant to do facilitation and the COG staff was able to have the contract in place in less than three days. In the area of tools, COG has exceptional meeting room space with all the needed support equipment. The facility is centrally located on the Metro and is used on a continuing basis to support Homeland Security meetings. Finally, the resources, processes, and tools available at COG make it ideally suited to provide needed support in the NCR. Funding is necessary to continue and to enhance the current level of support to the region.

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

COG is led by David Robertson, Executive Director. He works for the COG Board of Directors made up of appointed and elected officials from throughout the region. All activities at COG come under the direction of the Board of Directors. COG has the Emergency Preparedness Council (EPC), made up of elected, appointed, and other local, state, and federal officials plus private and volunteer organizations that provides leadership and policy guidance in the emergency preparedness area. Also, COG has the Chief Administrative Officer's Committee that is made up of Chief Administrative Officers (CAO's) from jurisdictions throughout the region. The Committee provides leadership and direction for Homeland Security and emergency preparedness in the region. It provides supervision, guidance, and direction to the 15 R-ESFs/Committees. The CAO's, Senior Policy Group (SPG), and the State Administrative Agent (SAA) work together to lead and implement the Urban Area Security Initiative in the NCR. COG also coordinates with Office of National Capitol Region Coordination on the NCR Strategic Plan and other matters.

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

Calvin Smith is the UASI Program Manager and Dave McMillion is the Project Manager for UASI at COG. They work as a team to support Homeland Security in the NCR and to help incorporate the three Overarching National Priorities in the NCR. Mr. Smith works with the COG Board, NCR Emergency Preparedness Council, the CAO's Committee, and the SAA's representative to further NCR Homeland Security Goals and Objectives and to help incorporate the three Overarching National priorities in the NCR. Mr. McMillion works in coordination with Mr. Smith and COG staff members who work with each of the 15 R-ESFs/Committees, the SAA's representative, and the Regional Program Working Groups to support Homeland Security and help incorporate the three Overarching National Priorities. COG staff members who work with all the R-ESFs/Committees and sub-

committees contribute significantly to the enhancement of the Homeland Security Program as they work with the Chairs of the R-ESFs/Committees to incorporate the three overarching National Priorities and others in their activities. Finally, Program Management is provided by Calvin Smith and Dave McMillion under the supervision of David Robertson, Executive Director of COG. Monthly reports on priority activities are provided to the SAA in accordance with established guidelines.

<h1>CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 27, 2006	
		RESF #3 (Debris) Solid Waste Managers Group Tom Smith, Chairman Solid Waste Division Chief Prince William County Grant recipient TBA.	
		John Snarr, Principal Environmental Planner MWCOG 777 N. Capitol St., NE Suite 300 Washington, DC 20002 202-962-3359 jsnarr@mwcog.org	
Project Title:	Hazardous Materials Management Coordination Plan	Estimated Grant Amount	\$85,000
NCR Strategic Goal Alignment:	<p>Meets the National Priority of strengthening WMD/Hazardous Materials Response and Decontamination. Addresses a weakness of lack of coordination and communication.</p> <p>Meets the Following NCR Goal: <u>Planning and Decision Making</u> Creates plan for coordination among R-ESF 3, R-ESF 10, R-ESF 8, and others.</p> <p><u>Prevention and Mitigation</u> Establishes channels of communication and command.</p> <p><u>Response and Recovery</u> Provides matrix for response and recovery from incident.</p>	Allowability	This is allowable in accordance with UASI guidelines.
Estimated Timeline	July 2006 – December 2007	Dependencies and Cost Factors:	Requires R-ESF 10 and R-ESF 8 involvement
<p>Problem Statement/Project Description:</p> <p>This initiative seeks to plan better coordination between R-ESF 3 Debris, R-ESF 10 Hazardous Waste, R-ESF 8 Health, and other R-ESFs potentially involved in the management of hazardous material. Local fire departments have principal control of these incidents in most area jurisdictions. Public works officials usually deal with the management of non-hazardous debris. Obviously, since the hazardous nature of debris is not always immediately known, it is important for public works, fire, and health disciplines to have a well designed working relationship. It is also important to know when responsibilities for managing debris would fall to the FBI or the U.S. Environmental Protection Agency.</p> <p>The capability session in January on CBNRE and WMD illuminated the fact that, while fire departments have a clear mission in this area,</p> <ol style="list-style-type: none"> 1. The various players mentioned above have not made clear their expectations for assistance from each other in hazmat incidents, and 			

- The local government-based response teams do not have a workable system in place to rapidly communicate with each other about the nature of simultaneous incidents across multiple jurisdictions.

Since terrorist incidents of this nature are key motivating factor for the homeland security program in the region, it is paramount to ensure that the region is best coordinating its assets.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Establish operational concepts for managing CBRN contaminated debris	RESF 10, RESF 3 Debris, RESF 8	Set vision for optimal operation.	10/06
2. Provide organizational structure, guidance, and standardized procedures for the removal, and disposal of CBRN contaminated debris.	RESF 10, RESF 3 Debris, RESF 8	Assess current structures and adjust them to match vision of operations.	2/07
3. Establish health and safety procedures to be followed by local, state, and federal first responders and follow-on debris removal and disposal personnel.	RESF 10, RESF 3 Debris, RESF 8	CBRN Contaminated Debris Management Response and Recovery Procedures and Guidance Manual	6/07
4. Coordinate partnering relationships through communications and pre-planning with local, state, and federal agencies involved with CBRN contaminated debris management responsibilities.	RESF 10, RESF 3 Debris, RESF 8	Establish relationships in writing between partners explaining what is expected of each other in various scenarios.	9/07
5. Implement and coordinate private sector CBRN contaminated debris decontamination, removal and disposal contracts to maximize clean-up efficiencies.	RESF 10, RESF 3 Debris, RESF 8	Review available contracts and implement new ones as necessary.	12/07

Project Performance Measures	Baseline Value	Target Value
1. All parties realize what is expected of them in different scenarios.	No	Yes
2. Parties are able to quickly relay information about developing incidents.	No	Yes
3. Hazardous debris disposal options are well known.	No	Yes

INITIATIVE PLAN

Hazardous Materials Management Coordination Plan

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

Hazardous Materials Management Coordination Plan

Responds to National Capability priority “WMD/Hazardous Materials Response and Decontamination.” Addresses numerous weaknesses identified in the analysis session related to communication and coordination including:

- “Need more regional coordination of training, response, and equipment purchase”
- “The current decision making model does not allow for quick, cross-jurisdictional decisions during hazmat incidents”
- “Outside of law enforcement few L.E.O. are properly trained in hazmat response”
- “Need more coordination between federal and state government agencies”

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

Applies to local, state, and federal partners in the NCR.

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

R-ESF 10, 3, and 8 committees are well established in the NCR. Communication tools such as RICCS and Web EOC already exist for information sharing.

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

This initiative will be governed by the R-ESF 10, 3, and 8 committees in the NCR structure.

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

The initiative will expand regional collaboration, which is one of the Overarching National Priorities. It applies to the NCR Strategic Plan goals of Planning and Decision Making, Prevention and Mitigation, and Response and Recovery by creating a plan for coordination among R-ESF 3, R-ESF 10, R-ESF 8, and others.

<h1>CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 27, 2006	
		Russell A. Yurek Director – Office of Maintenance MD State Highway Administration	
		7491 Connelley Drive Hanover, MD 21076 410-582-5505 RYurek@SHA.State.MD.US	
Project Title:	National Capital Region Interoperable Communications Study	Estimated Grant Amount	\$200,000
NCR Strategic Goal Alignment:	Goal 3: Prevent and Mitigate Threats and Events Goal 4: Respond and Recover from Events	Allowability	
Estimated Timeline	12 Months from receipt of grant	Dependencies and Cost Factors:	
<p>Problem Statement/Project Description:</p> <p>The District of Columbia Department of Transportation (DDOT), Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and Virginia Department of Transportation (VDOT) are responsible for performing a variety of essential support functions in the National Capital Region (NCR) during terrorist attacks, major disasters, or emergency incidents. These tasks include evacuation traffic management, first responder incident support, debris removal, maintaining critical transportation infrastructure assets, and performing restoration and recovery operations. In the NCR, it is essential that these activities be closely coordinated across multi-jurisdictional boundaries with a variety of supporting agencies. These include federal and local law enforcement, fire and emergency response, governmental agencies, regional emergency operations centers, and jurisdictional transportation departments. A critical component of these agencies abilities to perform these essential functions effectively is the ability to conduct voice and data communications across jurisdictional boundaries with other first responding agencies.</p> <p>This project involves employing the services of a specialized communications engineering consulting firm to coordinate, study, and offer recommendations regarding how transportation agencies can cooperate to enhance and improve multi-disciplinary and multi-jurisdictional interoperable communications. This effort includes reviewing efforts underway independently to ensure the compatibility of new systems, architecture, and network equipment to provide regional interoperable communications and reduce unnecessary duplication of effort. The project also includes developing shared protocols and procedures for conducting interoperable emergency communications in the event of a terrorist attack, major disaster, or other emergency event. The effort will enhance the ability of regional transportation agencies to cooperatively succeed in developing interoperable communications systems and architecture. This is critical as aging communications systems are replaced by new technologies capable of conducting communications on designated 700 and 800 MHz public safety emergency channel frequencies.</p> <p>Lessons learned from the 9-11 incidents in New York City and Hurricane Katrina indicate that interoperable communications between front line emergency managers is critical to the effectiveness of responding to and coordinating emergency operations during terrorist incidents and emergency events. Failure to install the system in a timely manner would affect the ability of regional transportation agencies to adequately coordinate operations with other responding agencies during severe events resulting in the potential for loss of life, additional property damage, interruption to interstate commerce, environmental damage, and could significantly affect public safety.</p>			

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	Collaborating Partners	Deliverables	Target Date
1. Retain Consultant Engineering Services	DDOT, SHA, VDOT	Contractual Consulting Services	3 Months After Start
2. Interoperable Communications Study	DDOT, SHA, VDOT, Contractor	Action Report	10 Months After Start
3. DOT Review	DDOT, SHA, VDOT, Contractor	Final Report	12 Months After Start
Project Performance Measures		Baseline Value	Target Value
1. Multi-Jurisdictional Interoperable Voice and Data Communications		0 %	100 %

INITIATIVE PLAN

National Capital Region Interoperable Communications Study

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

The name of this initiative is “*National Capital Region - Interoperable Communications Study*”. The Department of Homeland Security (DHS) has identified the lack of interoperable wireless communication systems as an issue that continues to affect public safety agencies in communities across the country. Interoperable communications, the ability to provide an uninterrupted flow of critical real-time information among responding multi-disciplinary and multi-jurisdictional agencies at all levels of government before, during, and after an event, has been identified as a capability specific priority. The Metropolitan Washington Council of Governments (MWCOG) has further identified interoperable communications as one of the regions 14 priority capabilities. This includes supporting efforts to engineer, design, and construct critical communications networks, supporting equipment, and regionally redundant voice and data communications systems.

The proposal provides for the coordination of efforts to plan, design, and develop interoperable communications system under consideration by the District of Columbia Department of Transportation (DDOT), Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and Virginia Department of Transportation (VDOT). The study includes coordinating independent interoperable communication improvement projects, establishing uniform regional operating protocols and procedures, and cross-jurisdictional sharing of lessons learned and new technologies. The project would be a joint effort and would ensure that jurisdictional transportation agencies acquire the ability to conduct essential interoperable voice and data communications with other responding agencies and departments.

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

The project would provide the District of Columbia Department of Transportation (DDOT), Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and Virginia Department of Transportation (VDOT) with the ability to conduct interoperable communications across multi-disciplinary and multi-jurisdictional boundaries. It would provide the capability to ensure the uniform development of interoperable communications across National Public Safety Planning Advisory Committee (NPSPAC) 800 MHz Call and Tactical radio channels. This would provide transportation agencies with the ability to directly communicate real-time voice and data with first responding law enforcement, fire and emergency, and public works personnel including direct communication links to established emergency operations centers. By coordinating these efforts regionally, transportation agencies can prevent duplication of effort and enhance interoperable communications throughout the NCR.

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

The District of Columbia Department of Transportation (DDOT), Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and Virginia Department of Transportation (VDOT) currently own, maintain, or lease communications towers and equipment throughout the National Capital Region (NCR). This project will expand upon these resources to ensure the development of a comprehensive regional interoperable communications system. This joint effort will allow agencies to share costs, leverage existing and new technologies, and develop consistent, unified operating protocols and procedures. The project will also encourage the sharing and dissemination of lessons learned and best practices between agencies.

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

Management and oversight of the project will be the responsibility of the Maryland Department of Transportation (MDOT) State Highway Administration (SHA). SHA will be responsible for reporting the status and final recommendations of the project final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. SHA will assemble a team of supporting management representatives, systems engineers, and information technology specialists from SHA, DDOT, and VDOT, to support, oversee, and manage the project. The effort will be closely coordinated with other regional interoperable communications projects under design or development. Project meetings will be conducted to keep stakeholders informed of the progress of the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

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

The initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to ensure responding agencies have the capability to conduct real-time interoperable voice and data communications necessary to share critical information and support emergency operations.

Communications interoperability underpins the ability of Federal, State, Regional, and Local entities to work together effectively to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, and other emergency events. By supporting these efforts, the initiative serves to improve public safety and provides redundant communications systems and consistent shared systems architecture to provide interoperable voice and data emergency communications throughout the NCR.

<h1>CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		December 6, 2005		
		Natalie JonesBest Emergency Preparedness and Risk Manager District Department of Transportation		
		2000 14 th Street NW, 5 th Floor Washington, DC 20009		
Project Title:	Evacuation Time Estimates – How much time do we need?	Estimated Grant Amount	\$500,000	
NCR Strategic Goal Alignment:	Goal 4 Objective: 2	Allowability		
Estimated Timeline	1 year	Dependencies and Cost Factors:		
Problem Statement/Project Description: Based on regional evacuation plans and current evacuation protocols and policies develop evacuation time estimates to assist regional transportation agencies in answering: how long would it take to evacuate the entire District of Columbia and population within the Beltway? And how long would it take to evacuate part of the District of Columbia and part of the population within the Beltway?				
Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)				
Tasks		Collaborating Partners	Deliverables	Target Date
1. Data Collection. Divide the District and the area jurisdictions within the beltway into emergency planning zones (EPZ). This could be done using an existing zonal structure or developing a new structure. The zones should take into account at a minimum geographic and demographic data. Geographic and demographic data should be gathered from existing census, tax and other data services available. Once completed, a gap analysis should be conducted to look at missing data for the model implementation. For instance a survey conducted to review where and how many mandatory zonal to zonal trips would be necessary before a person left the District (leave work to pickup family, or elderly parent lives across the District and needs a ride). The data collection should also look at the residential versus transient populations as some evacuation orders may require a shut down of services but not a closure of residential establishments		Primary DDOT Supporting: MDOT, VDOT, WMATA, EMA	A hard and electronic document detailing zonal information	3 months
2. Scenario Using the All-Hazard approach, develop different emergency scenarios that would require a zonal evacuation. These hazardous scenarios should also include time of day, weather conditions, and any District event information (i.e. Nationals game, Folklife festival). These scenarios should not only look at hazards that would directly affect a zone (plume cloud) but zones that would be evacuated due political decision making and public concern (shadow evacuation).		Primary DDOT Supporting: MDOT, VDOT, WMATA, EMA	A hard and electronic document detailing scenario information for each zone	1 month

<p>3. Impact Analysis</p> <p>Based on Task 2 develop a time estimate for how long each zone has before being effected in some manner by the proposed scenario. Identify, at a minimum, the time on target, and how much of the population per zone is effected. This task basically establishes a baseline for how long each zone has before being impacted by a hazard.</p>	<p>Primary DDOT</p> <p>Supporting: MDOT, VDOT, WMATA, EMA</p>	<p>A hard and electronic copy detailing the results of the Impact analysis for each zone</p>	<p>2 months</p>
<p>4. Evacuation Time Estimate</p> <p>Based on Task 1 and Task 2 develop evacuation time estimate for each zone based on the scenarios drafted. The evacuation time estimate should take into consideration, notification, population response time, traffic considerations, and first responder capability.</p>	<p>Primary DDOT</p> <p>Supporting: MDOT, VDOT, WMATA, EMA</p>	<p>A hard and electronic copy detailing the results of the evacuation time estimate</p>	<p>12 months</p>
<p>5. Evacuation Analysis</p> <p>Based on the results from Task 3 and Task 4 develop an analysis of current conditions and recommendations for improvement.</p>	<p>Primary DDOT</p> <p>Supporting: MDOT, VDOT, WMATA, EMA</p>	<p>A hard and electronic document detailing recommendations for improving evacuation times</p>	<p>1 months</p>

INITIATIVE PLAN

Evacuation Time Estimates – how much time do we need?

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

The name of this initiative is Evacuation Time Estimates – how much time do we need? This initiative will: divide up the National Capital Region (NCR) that is within the I-495 beltway into unique geographical zones, identify the location and different population groups within each zone, and through a simulation model, determine the time it would take to clear that particular zone. There are two goals for this initiative, first, to provide senior leadership with a better understanding on the estimated clearance time for each zone, so that they are better prepared to understand the possible time period they are working with when ordering an evacuation, and second, a baseline of information, in which new strategies can be created to either lengthen or shorten the time period needed to safely evacuate a particular zone.

Evacuation planning was identified as a need by many of the NCR stakeholders during a target capabilities workshop. Specific target capabilities mentioned regarding evacuation planning included interoperable communication, citizen’s awareness, and planning. These target capabilities addressed weaknesses that included a lack of regional preparedness in transportation plans and a viable

evacuation plan. This initiative will be a significant tool in determining and understanding the Districts, and more importantly the NCR's, current state-of-the-practice for evacuation preparedness.

There will be two deliverables for this initiative. The first will be a map with supporting documentation that illustrates each evacuation zone created for this project with the expected evacuation times labeled in each zone. There will be multiple evacuation times for each zone based on if the population need to move to either the adjoining zone, or if it needs to move a further distance. The second deliverable will be a document that provides transportation-related recommendations to NCR agencies, based on a select number of public emergency scenarios that either increase or decrease the clearance time for each evacuation zone. Some public emergencies may require an immediate clearance time, while others may not. Proper management of the population during an evacuation order will be critical to the response of the public emergency. This will ultimately become a tool for NCR Senior management to better manage first responder resources and public information.

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

This initiative will affect each of the three jurisdictions within the NCR. The modeling area where the time estimate would be developed would only include the population within the National Beltway (I-495), however, the regional transportation network could be extended beyond the beltway if it is determined necessary for an accurate time estimate. This initiative will be conducted through the District Department of Transportation, and supported by regional department of transportation's and MWCOG working groups.

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

To accomplish this initiative, a majority of the data requirements will be gathered from preexisting data resources. Regional coordination groups charged with developing regional transportation models may be requested to provide parts of their data sets to support this initiative to limit the possibility in redundancy of effort. The same would be done for population information. A consulting firm with strong transportation modeling expertise would be needed to successfully implement this initiative.

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

This initiative will be developed through DDOT with strong support from the regional State and Local department of transportations. Oversight in regards to the management of the grant will be provided from the SAA Office. Subject matter expertise and guidance will also be requested from regional committees such as Management, Operations and Intelligent Transportation Systems Policy & Technical Task Forces (MOITS) and RESF#1 and RECP committees at the Metropolitan Council of Governments.

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

This initiative deals directly with emergency transportation planning with an emphasis on evacuation understanding. By better understanding the requirements and the thresholds needed for implementing an evacuation the stronger it will be as a protective action.

This initiative directly correlates with the National priority for increasing regional coordination and many of the identified State target capability priorities. This initiative by crossing multiple jurisdictions will ensure regional coordination is not only taking place but working together with a common goal.

CONCEPT PAPER

Emergency Transportation Annex - Testing, Exercising, and Resource Development

Presented for Review and Discussion

December 6, 2005

Natalie JonesBest
Emergency Preparedness and Risk Manager
District Department of Transportation
2000 14th Street NW, 5th Floor
Washington, DC 20009

Estimated Grant Amount \$250,000
NCR Strategic Goal Alignment: Goal 4 Objective 1.2
Estimated Timeline 1-year

Problem Statement/Project Description:

As part of the responsibility for ESF#1, DDOT is actively completing its Emergency Transportation Annex (ETA) which is a supplement to the District Response Plan. This annex, which has been developed with support from multiple District agencies and regional jurisdictions, outlines the command and control requirement needed during a public emergency affecting the transportation sector, which includes evacuation. This annex identifies such data needs as primary and secondary evacuation routes, critical intersection, variable message board locations, and current planned sheltering locations. The ETA is currently in draft form and requires initial funding to finalize and to develop required operational tools.

While the ETA is a District based document, its policies and protocols stretch to affect the entire regional transportation network. The operational tools developed within this project will be done so with close coordination with MDOT, VDOT, and WMATA. This project is critical for the National Capital Region to ensure that regional transportation evacuation planning is adequate and effective.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	Collaborating Partners	Deliverables	Target Date
1. Project Plan Development. Based on a document review of the ETA and the after-action report from Operation Fast Forward, develop a work plan for this grant. The work plan should include but not be limited to strategies for completing	<p>Primary DDOT</p> <p>Supporting MDOT, VDOT, WMATA,</p>	Project Plan	1 months

<p>the ETA , identification of needed local and regional operational procedures for implementing the ETA, and traditional and out-side-the-box exercise and training materials.</p>	<p>DCEMA, MPD, FEMS</p>		
<p>2. Resource Development. Based on Task 1, the final graphical and data needs will be implemented into the ETA for submission to DCEMA for insertion into the formal DRP review.</p>	<p>Primary DDOT</p> <p>Supporting MDOT, VDOT, WMATA, DCEMA, MPD, FEMS</p>	<p>Hard (color copy) and electronic format of finalized ETA.</p>	<p>12 Months</p>
<p>3. Standard Operating Procedures and Materials. Based on Task 1, ETA based material such as quick reference cards, checklists, and other materials could be used by multiple agencies to implement the ETA . This task will also develop agency specific and cross agency/jurisdictional operating procedures. Procedures that are developed but require a policy/legal shift will have the needed draft MOU/MOA attached and ready for the approval process prior to implementation of the specific procedure.</p>	<p>Primary DDOT</p> <p>Supporting MDOT, VDOT, WMATA, DCEMA, MPD, FEMS</p>	<p>Various Materials which will be identified in the initial work plan</p>	<p>12 Months</p>
<p>4. Test/ Exercise. Based on Task 2 and Task 3conducted various training exercises directly related to the ETA. These are to be local and regional specific exercises.</p>	<p>Primary DDOT</p> <p>Supporting MDOT, VDOT, WMATA, DCEMA, MPD, FEMS</p>	<p>Development of exercises and after-action reports.</p>	<p>12 months</p>
<p>5. Recommendations Report. Based on Tasks 1-4 develop a summary and findings for the entire project. This report should be prepared with the understanding that it could be presented to the DC Council and/or Federal Government for proving current emergency transportation preparedness</p>	<p>Primary DDOT</p> <p>Supporting MDOT, VDOT, WMATA, DCEMA, MPD, FEMS</p>	<p>Hard (color copy) and electronic format of finalized findings paper.</p>	<p>1 month</p>

INITIATIVE PLAN

Emergency Transportation Annex (ETA) – Testing, Exercising, and Resource Development

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

The name of this initiative is Emergency Transportation Annex (ETA) – Testing, Exercising, and Resource Development. This initiative has been established to ensure public safety agencies, including transportation departments within the National Capital Region (NCR), are prepared when requested to activate an emergency evacuation. DDOT, as lead agency for ESF#1 – Transportation, is responsible for maintaining the ETA. The ETA is a supplement within the District Response Plan and focuses on the command and control and transportation operations required during a public emergency where the appropriate protective action is evacuation.

Evacuation planning was identified as a need by many of the NCR stakeholders during a target capabilities workshop. Specific target capabilities mentioned regarding evacuation planning included interoperable communication, citizen’s awareness, and planning. These target capabilities addressed weaknesses that included a lack of regional preparedness in transportation plans and a viable evacuation plan. The ETA beginnings to address many of the concerns identified in the target capabilities but it needs to be taken to the next level.

The final deliverable for this initiative will be an updated version of the ETA document which includes a graphical redesign, and updated data information based on gaps discovered during everyday operations and several planned exercises. Other deliverables include: developing quick reference material to ensure proper execution of the ETA, development of MOU/MOA’s that are needed, and small item equipment needed to properly implement the ETA.

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

This initiative will be based within the District Department of Transportation (DDOT) and address a DDOT/District specific document. However, many of the tasks identified in the concept paper can only be done with strong coordination from the National Capital Region partners. What is developed within this initiative, while District oriented in nature will have regional impacts; one area can not initiate an evacuation until certain the adjoining jurisdictions are prepared and more importantly understand the impact of that decision. What gets developed within this initiative will require other jurisdictions to update their evacuation plans.

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

Many of the resources needed for conducting an evacuation already exist within the District of Columbia and the surrounding jurisdictions. However, the assets to ensure the effective deployment of

those resources do not and that is the purpose of the ETA. This initiative, based on the current ETA, will develop the necessary tools needed for the proper implementation of an evacuation from within the NCR. Through contract support, items such as quick reference booklets, senior leadership checklists and an updated ETA will be developed. Exercises and training programs will also be needed to identify and fill gaps. This initiative is focused at finding short term solutions too a major problem.

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

This initiative will be developed through DDOT. Oversight in regards to the management of the grant will be provided from the SAA Office and subject matter expertise provided by regional committees such as Management, Operations and Intelligent Transportation Systems Policy & Technical Task Forces (MOITS) and RESF#1 and RECP committees at the Metropolitan Council of Governments. Also the District EPC panel would also receive updates and recommendations as well.

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

This initiative deals directly with emergency transportation planning with an emphasis on evacuation management. Two of the national priorities will be addressed within this initiative, implementation of the National Incident Management System, and increased regional coordination. This initiative will ensure as protocols and procedures are developed they are NIMS compliant and issues requiring regional jurisdiction has been addressed.

<h1 style="margin: 0;">CONCEPT PAPER</h1> <p style="margin: 10px 0;"><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 20, 2006	
		Daryl Louder, Deputy Chief Fairfax County Fire and Rescue Department	
		4100 Chain Bridge Road Fairfax, VA 22020 703-246-2823 daryl.louder@fairfaxcounty.gov	
Project Title:	Regional Fire and Rescue Homeland Security Staff	Estimated Grant Amount	\$1,323,125
NCR Strategic Goal Alignment:	<p><i>#1 – Planning and Decision Making</i></p> <p><i>#3 – Prevention and Mitigation</i></p> <p><i>#4 – Response and Recovery</i></p>	Allowability	State and local entities may use grant funding to cover the salary of newly hired personnel that are undertaking allowable ODP program activities.
Estimated Timeline	October 2006 – September 2008	Dependencies and Cost Factors:	<i>[Attach via separate sheet if necessary]</i>

Problem Statement/Project Description:

The National Capital Region (NCR) Fire Services seek to improve the overall ability of the region to effectively manage, administratively support, and implement the UASI grant process and identified initiatives. Project staffing, (i.e. project manager, planning/preparedness, training, NIMS implementation, and logistical support) is required to ensure the regional initiatives are implemented in an effective and timely manner. Adequate and efficient project management will help to ensure that project milestones and objectives are attained. In order to successfully attain the target capabilities of interoperable communications, CBRNE detection, explosive device response, WMD hazardous materials response, citizen protection, resource logistics and distribution, planning, and mass care, plans/procedures must be developed, personnel must be trained, equipment must be purchased and maintained, and incident command principles must be utilized. Additionally, these positions are necessary to ensure compliance with all requirements established by the Department of Homeland Security and to remain eligible to receive future UASI funding.

One of the most important goals coming out of this initiative is to increase the preparedness and to improve the response and recovery of the Region's fire and emergency medical services. The effort will enhance the ability of the regional fire and rescue services to respond to one or more significant incidents with common plans, an understanding of regional standard operating procedures, and utilization of a robust mutual aid system.

Regional Fire and Rescue Homeland Security Coordinator:

Responsible for managing and coordinating the multitude of initiatives and administrative requirements of the Urban Area Security Initiative programs and grants process. The coordinator will manage the day-to-day activities of the staff positions listed below. Additionally, he/she will ensure that program objectives, performance measures, benchmarks, documentation, and reporting requirements are met.

Planning and Preparedness Officer:

Responsible for updating and maintaining regional plans and providing technical advice/assistance to the COG Public Safety Planner assigned to the COG Fire Chiefs Committees and their subcommittees. Additionally, this officer will be responsible for incorporating new resources purchased by UASI funding, and new procedures into the regional plans. He/she will also coordinate new requirements demonstrated in the National Capitol Region's Mutual Aid Agreement to ensure compliance to that agreement.

National Incident Management System (NIMS) Compliance Officer:

Homeland Security Presidential Directive #5 requires adoption and implementation of NIMS. Award of the UASI grants is predicated on compliance with this requirement. The NIMS compliance officer will be responsible coordinating incident command system (ICS) training/exercises for the region, resource typing for planning/preparedness, regional coordination with components of the National Response Plan (NRP), and all of the necessary documentation.

Training Coordinator:

The NCR has implemented many initiatives to expand regional collaboration and to strengthen the detection, response, and decontamination capabilities for chemical, biological, radiological, nuclear and explosive (CBRNE) events. Each of these initiatives has generated a requirement for responders to be trained on new policies/procedures and equipment. This training will address topical areas such as: WMD operations, Metro operations, tunnel rescue, mass decontamination, mass casualty response, etc. The training officer will be responsible for coordination of curriculum development, course delivery, continuing education and documentation for the region.

Logistic Coordinator:

The region has purchased and continues to purchase a considerable amount of equipment and resources with UASI grants. These resources are necessary to respond to CBRNE incidents in a safe, effective, and standardized manner throughout the region. The logistics officer is responsible for coordinating the purchase, storage, distribution, on-going maintenance, and documentation for resources purchased through UASI grants.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Rewrite Fire Mutual Aid Plan	COG Fire Chiefs Committee		
2. Create regional master resource list	COG Fire Chiefs Committee		
3. Develop WMD response protocols	COG Fire Chiefs Committee		
4. Coordinate NIMS ICS training	COG Fire Chiefs Committee		
5. Audit regional NIMS compliance	COG Fire Chiefs Committee		
6. Develop and deliver regional WMD training	COG Fire Chiefs Committee		
7. Coordinate regional simulations and exercises	COG Fire Chiefs Committee		
8. Manage regional equipment acquisition and distribution	COG Fire Chiefs Committee		
9. Coordinate maintenance of regional caches	COG Fire Chiefs Committee		

INITIATIVE PLAN

Regional Fire and Rescue Homeland Security Staff

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

The National Capital Region (NCR) Fire Services seek to improve the overall ability of the region to effectively manage, administratively support, and implement the UASI grant process and identified initiatives. Project staffing, (i.e. project manager, planning/preparedness, training, NIMS implementation, and logistical support) is required to ensure the regional initiatives are implemented in an effective and timely manner. Adequate and efficient project management will help to ensure that project milestones and objectives are attained. In order to successfully attain the target capabilities of interoperable communications, CBRNE detection, explosive device response, WMD hazardous materials response, citizen protection, resource logistics and distribution, planning, and mass care, plans/procedures must be developed, personnel must be trained, equipment must be purchased and

maintained, and incident command principles must be utilized. Additionally, these positions are necessary to ensure compliance with all requirements established by the Department of Homeland Security and to remain eligible to receive future UASI funding.

One of the most important goals coming out of this initiative is to increase the preparedness and to improve the response and recovery of the Region's fire and emergency medical services. The effort will enhance the ability of the regional fire and rescue services to respond to one or more significant incidents with common plans, an understanding of regional standard operating procedures, and utilization of a robust mutual aid system.

Due to the life cycle of updating/enhancing planning documents, continuing education and training requirements for new responders, the need for continued logistical support, and on-going NIMS requirements, it is expected that these positions will be required for the foreseeable future.

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

The Fire/Rescue Regional Homeland Security staff is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the Metropolitan Washington Council of Governments and the National Capital Region. Staff members will address and work on initiatives that encompass the entire NCR/COG region.

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

Currently, adequate resources do not exist to provide the planning, training, and logistical support and oversight that is necessary for the region. Dedicated staffing is necessary to ensure that critical UASI initiatives are implemented, managed, evaluated, and documented in an effective and efficient manner.

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

The COG Fire Chiefs Committee is the sponsoring organization for the Homeland Security staff initiative. This is a multi-jurisdictional committee that will have direct oversight over the coordinator and staff. Adequate supervision by the committee will ensure that project objectives, milestones, and deliverables are attained.

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

The Homeland security Staff initiative is closely aligned with and complements all three of the National Priorities.

Implement National Incident Management System and National Response Plan:

Homeland Security Presidential Directive #5 requires adoption and implementation of NIMS. Award of the UASI grants is predicated on compliance with this requirement. The NIMS compliance officer

will be responsible coordinating incident command system (ICS) training/exercises for the region, resource typing for planning/preparedness, regional coordination with components of the National Response Plan (NRP), and all of the necessary documentation

Expand Regional Collaboration:

The Fire and Rescue Homeland Security staff is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the National Capital Region and the Metropolitan Washington Council of Governments.

Implement the Interim National Infrastructure Protection Plan:

Effective regional planning, training, logistical support and management of UASI initiatives facilitates protection of critical infrastructure and minimizing the adverse impact of an incident.

<p>CONCEPT PAPER</p> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 24, 2006	
		Chris Voss District of Columbia Emergency Management Agency	
		2000 14 th Street NW, Suite 800 Washington, DC 20009 Chris.voss@dc.gov	
Project Title:	“NCR Planning Initiative”	Estimated Grant Amount	\$4,350,000 – 3,000,000 (depending on the number of dedicated planners)
NCR Strategic Goal Alignment:	Goal 2: A collaborative Culture of Planning, Decision-making and implementation across the NCR.	Allowability	The National Capital Region is the Washington, D.C. Urban Area as set forth in 10 U.S.C. 2674(f)(2). It includes 19 separate political jurisdictions.
Estimated Timeline	Start: May 31, 2006 Complete: December 31, 2007	Dependencies and Cost Factors	Project success depends upon cooperation across the region.
<p>Problem Statement/Project Description:</p> <p>The NCR has several Planning needs to support both the state and local operational plans and the coordination of plans across the region. As identified within the capability review, the primary gaps in planning were:</p> <ol style="list-style-type: none"> 1. Coordination of Plans across the region 2. Use of subject matter experts in the development of plans 3. Dedicated personnel to support the planning process 4. Plan sharing tools 5. Resources to take large plans and develop targeted checklists and pocket guides for personnel who need to implement different aspects of the plan 6. The training and Exercising of plans (<i>this gap will be addressed in a separate concept paper</i>) 7. The corrective action and improvement plan support to make plans better 			

Dedicated Planners - The key to making a good plan is to utilize professional planners who work in the NCR and partner them with subject matter expertise in the specific discipline. Although contractor have been utilized in the past to develop many plans, a small group of dedicated planners with contractor support working with “detailed” personnel from a specific discipline can assure that the plan is consistent with other plans in the state or locality and has the subject matter expertise needed. Personnel hires will include _____ personnel with focus on State and local operational plan development and coordination. These persons would act as the planning exerts, plan writers, project managers, corrective action managers and plan reviewers for plans supporting large-scale events in the region. (_____ per year. This cost would be continued each year for the next 5). This group will focus on the plans considered the highest priority each year, reviewing and ensuring models such as emergency management assessment program are complied with. The short term plans this group will focus on improving are:

1. Mass Care Planning
2. Evacuation Planning
3. Planning for persons with special needs
4. Developing decision-making planning tools
5. Donations and volunteer management plans
6. NCR resources tracking plans
7. Bioterrorism and Strategic National Stockpile Plans
8. Hazardous Material response plans
9. IED Response SOPs

All plans will also be supported by SOPs and checklists to improve implementation.

Contractor support for the Dedicated Planners will be utilized as the primary writers and researchers for plans where the above mentioned writers and “detailed subject matter experts” can not develop the plan in a timely manner. Contractor will also be used to supplement the dedicated personnel when necessary. Contractors working with the dedicated planners and detailed subject matter experts will also develop planning checklists and pocket-guides for plans targeted for persons required to implement aspects of that plan. (1,700,000 first year and 900,000 each additional year). The contractor working with the dedicated planners and the Exercise and Training Over-site Panel will ensure corrective action regarding plans are implemented.

Detailing support for subject matter experts – the proposal requests funding to backfill subject matter experts for a length of time in a similar fashion that first responders are backfilled from their positions when they attend training. The result would allow persons to support planning without the program losing personnel for the months required to develop plans. (650,000 first year and 400,000 each additional year for 5 years).

Plan Sharing tool – the region will leverage the council of government or another web-site with password protection to support sharing. The dedicated planners will support this and no funding will be required for website support.

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

Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Plans:	All federal, state, district, county, city agencies and Public, private and charter schools.	Significant review or development of 3 – 5 plans per year across the region (In some instances, the planning group may create several plans, one for each jurisdiction all with similar processes to improve operational coordination). Minor review and update of 1 – 3 plans.	Start: 5/31/06 Complete: 11/31/07 Duration: 18 Months
2. Print and distribute: Print and Distribute plans across the region	All federal, state, district, county, city agencies and Public, private and charter	Depending on the Plan, electronic to 1000's of copies may be warranted	Start: 5/31/06 Complete: 11/31/07

and place on regional website as appropriate	schools.		Duration: 18 Months
3. Planning Support Tools: develop planning checklists, standard operating procedures and pocket-guides	All federal, state, district, county, city agencies and the business and organizations throughout the NCR.	Depending on the plans, several different tools may be produced for a single plan to target a different user. 1000s are anticipated to be developed for major plans such as Mass Care	Start: 5/31/06 Complete: 11/31/07 Duration: 18 Months

INITIATIVE PLAN

NCR Planning Initiative

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

Initiative Title: “NCR Planning Initiative”

Address Needs & Priorities: The NCR has several Planning needs to support both the state and local operational plans and the coordination of plans across the region. As identified within the capability review, the primary gaps in planning were:

8. Coordination of Plans across the region
9. Use of subject matter experts in the development of plans
10. Dedicated personnel to support the planning process
11. Plan sharing tools
12. Resources to take large plans and develop targeted checklists and pocket guides for personnel who need to implement different aspects of the plan
13. The training and Exercising of plans (*this gap will be addressed in a separate concept paper*)
14. The corrective action and improvement plan support to make plans better

Dedicated Planners - The key to making a good plan is to utilize professional planners who work in the NCR and partner them with subject matter expertise in the specific discipline. Although contractor have been utilized in the past to develop many plans, a small group of dedicated planners with contractor support working with detailed personnel from a specific discipline can assure that the plan is consistent with other plans in the state or locality and has the subject matter expertise needed. Personnel hires will include _____ personnel with focus on State and local operational plan development and coordination. These persons would act as the planning exerts, plan writers, project managers, corrective action managers and plan reviewers for plans supporting large-scale events in the region. (_____ per year. This cost would be continued each year for the next 5). This group will focus on the plans considered the highest priority each year, reviewing and ensuring models such as emergency management assessment program are complied with. The short term plans this group will focus on improving are:

1. Mass Care Planning
2. Evacuation Planning
3. Planning for persons with special needs

4. Developing decision-making planning tools
5. Donations and volunteer management plans
6. NCR resources tracking plans
7. Bioterrorism and Strategic National Stockpile Plans
8. Hazardous Material response plans
9. IED Response SOPs

All plans will also be supported by SOPs and checklists to improve implementation.

Contractor support for the Dedicated Planners will be utilized as the primary writers and researchers for plans where the above mentioned writers and “detailed subject matter experts” can not develop the plan in a timely manner. Contractor will also be used to supplement the dedicated personnel when necessary. Contractors working with the dedicated planners and detailed subject matter experts will also develop planning checklists and pocket-guides for plans targeted for persons required to implement aspects of that plan. (1,700,000 first year and 900,000 each additional year). The contractor working with the dedicated planners and the Exercise and Training Over-site Panel will ensure corrective action regarding plans that are being implemented.

Detailing support for subject matter experts – the proposal requests funding to backfill subject matter experts for a length of time in a similar fashion that first responders are backfilled from their positions when they attend training. The result would allow persons to support planning without the program losing personnel for the months required to develop plans. (650,000 first year and 400,000 each additional year for 5 years.

1. **Plan Sharing tool** – the region will leverage the council of government or another web-site with password protection to support sharing. The dedicated planners will support this and no funding will be required for website support.
2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

Geographic Area: This Initiative involves all local jurisdictions within the NCR. The contract will be managed through a single jurisdiction, but coordinated through the regional Emergency Managers committee.

It allows for a centralized approach across multiple operational entities. The plans would also allow consistency with large regional response incidents.

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

Resources & Tools: This initiative will require funding for a several Planners working with the Emergency Managers supporting the region, contractors, contractor funding to support the development of plans, develop planning tools and to print these tools plans and tools as needed. Groups that would be leveraged would include the current regional emergency management community, the regional planners, the council of governments and proactive groups across the region including the board of trade.

Contractors would require a significant portion of resources to support the development of plans, develop planning tools and checklists.

The final resource required in addition to the personnel support and contractor support is funding to backfill subject matter experts for a length of time in a similar fashion that first responders are backfilled from their positions when they attend training. The result would allow persons to support planning without the program losing personnel for the months required to develop plans.

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

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

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

Expand Regional Collaboration: The Initiative supports this National Priority by coordinating the planning process across the region. The concept promotes regional collaboration by developing regional processes for various response organizations across the NCR.

<h1 style="text-align: center;">CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 15, 2006	
		Mark Penn, Emergency Management Coordinator, City of Alexandria on behalf of the MWCOG Emergency Management Committee	
		900 Second St. Alexandria, VA 22314 (703) 706-3940 ext. 283 mark.penn@alexandriava.gov	
Project Title:	National Capital Region Emergency Operations and Coordination Planning	Estimated Grant Amount	\$5,000,000.
NCR Strategic Goal Alignment:	1.Planning and Decision making 2. Enhance and adapt regional planning and decision making 3. Prevention and Mitigation Develop and sustain multi-disciplinary plans to prevent and mitigate all threats. 4.Response and Recovery Develop integrated plans, policies and standards to facilitate response and recovery.	Allowability	This is allowable in accordance with UASI guidelines for planning activities.
Estimated	Continually Ongoing effort	Dependenci	This project will be heavily

<p>Timeline</p>		<p>Resources and Cost Factors:</p>	<p>dependant upon the timely hiring of the additional staff and the procurement process for contract support. In addition the completion of the plans will be dependant upon each jurisdiction's ability to support the planning efforts.</p>
------------------------	--	---	---

Problem Statement/Project Description:

This initiative will provide planning staff to assist the local governments in creating, updating and coordinating plans within the National Capital Region. Current plans have been assessed several different ways including the completion of a regional EMAP assessment and exercise and evaluations. Plans both local and regional need to be updated in several specific areas as well as generally. The planning staff will be primarily utilized to work on the following priorities not necessarily in order:

6. Ensuring EMAP compliance where applicable
7. Evacuation Planning
8. Mass Care/Sheltering planning including animals and host centers and agreements
9. Regional Coordination Planning
10. Regional Response Planning
11. Continuity of Government planning
12. Continuity of Operations Planning
13. Recovery planning

This planning initiative will involve the NCR as defined by Federal legislation. Planning staff is proposed as follows:

- District of Columbia: 1 position
- Prince Georges County: 2 positions (to include City and Towns within)
- Montgomery County: 2 positions (to include City and Towns within)
- Prince William County: 2 positions (to include City and Towns within)
- Loudoun County: 1 position
- Fairfax County: 2 positions (to include City and Towns within)
- Arlington County: 1 position
- City of Alexandria: 1 position
- City of Falls Church: 1 position

Additional funds are included to purchase contract support to assist in the planning efforts. These funds will be allocated by the COG Emergency Manager's Committee to support EMAP compliance, RECP update and other regional planning processes.

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

Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Ensuring EMAP compliance where applicable	All NCR Jurisdictions and ESFs	Updated plans to meet EMAP standards	Updated local and regional plans within 18 months of final award
2. Evacuation Planning	All NCR Jurisdictions and ESFs	Local and regional evacuation plans including host shelters, mass care and animal provisions	Updated local and regional plans within 18 months of final award
3. Mass Care/Sheltering planning including animals and host centers and agreements	All NCR Jurisdictions and ESFs	Local and regional shelter and mass care plans including host shelters, mass care and animal provisions	Updated local and regional plans within 18 months of final award
4. Regional Coordination	All NCR Jurisdictions and	Update the RECP to reflect	Updated regional plans

Planning	ESFs	lessons learned and changes in the National Response plan and implementation of NIMS	within 18 months of final award	
5. Regional Response Planning	All NCR Jurisdictions and ESFs	Develop local and regional response plans as appropriate	Final local and regional plans within 18 months of final award	
6. Continuity of Government planning	All NCR Jurisdictions and ESFs	Develop local and regional continuity of Government plans	Final local and regional plans within 18 months of final award	
7. Continuity of Operations Planning	All NCR Jurisdictions and ESFs	Develop local and regional continuity of operations plans	Final local and regional plans within 18 months of final award	
8. Recovery planning	All NCR Jurisdictions and ESFs	Develop local and regional recovery plans	Final plans within 18 months of final award.	
Project Performance Measures			Baseline Value	Target Value
1. Ensuring EMAP compliance where applicable			Current EMAP assessment	EMAP Compliance
2. Updated RECP			Current RECP	Updated RECP
3. Development of local and regional plans that strengthen the response, recovery, mitigation and prevention activities in the NCR			Current plans	Updated plans

INITIATIVE PLAN

National Capital Region Emergency Operations and Coordination Planning

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

Planning: This initiative will provide planning staff and contract support to assist the local governments in creating, updating and coordinating plans within the National Capital Region. Current plans have been assessed several different ways including the completion of a regional EMAP assessment and exercise and evaluations. Plans both local and regional need to be updated in several specific areas as well as generally. The planning staff will be primarily utilized to work on the following priorities not necessarily in order:

- 14. Ensuring EMAP compliance where applicable
- 15. Evacuation Planning
- 16. Mass Care/Sheltering planning including animals and host centers and agreements
- 17. Regional Coordination Planning
- 18. Regional Response Planning
- 19. Continuity of Government planning
- 20. Continuity of Operations Planning
- 21. Recovery planning

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

This planning initiative will involve the NCR as defined by Federal legislation. Planning staff is proposed as follows:

District of Columbia: 1 position
Prince Georges County: 2 positions (to include City and Towns within)
Montgomery County: 2 positions (to include City and Towns within)
Prince William County: 2 positions (to include City and Towns within)
Loudoun County: 1 position
Fairfax County: 2 positions (to include City and Towns within)
Arlington County: 1 position
City of Alexandria: 1 position
City of Falls Church: 1 position

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

Each local government has personnel in place to work on planning issues related to homeland security. Currently these staff members are over extended keeping individual jurisdiction plans up to date and relevant. Additional planning staff will allow a regional planning group to be formed to accomplish the tasks mentioned in #1. Additionally a pool of additional money will be allocated to purchase contract support if needed to complete the tasks.

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

The existing Council of Governments Emergency Management Committee will govern this initiative. Every jurisdiction and additional Federal partners are members of this committee. Plans will be developed and sent to all relevant ESF committees for review if applicable. The Chief Administrative Officer's Committee at COG will approve regional plans.

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

Planning is the foundation on which all capabilities are developed and enhanced. Planning is a mechanism to develop, validate, and maintain plans, policies, and procedures describing how the entire response spectrum will coordinate and manage resources to prevent, protect, respond to and recover from all disasters. Planning processes incorporate hazard analysis and risk assessment.

Planning supports all of the Emergency Support Functions and all response agencies including Federal, State and local assets. Planning ensures implementation of the National Incident Management System, coordinates with the National Response Plan and develops regional capabilities.

<h1 style="text-align: center;">CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 15, 2006	
		Mark Penn, Emergency Management Coordinator, City of Alexandria on behalf of the MWCOG Emergency Management Committee	
		900 Second St. Alexandria, VA 22314 (703) 706-3940 ext. 283 mark.penn@alexandriava.gov	
Project Title:	National Capital Region Exercises and Training	Estimated Grant Amount	\$3,000,000.00
NCR Strategic Goal Alignment:	<p>1.Planning and Decision Making</p> <p>Through exercises provides feedback on strengths, weaknesses, gaps regarding plans, procedures and operational readiness to develop strategic plans and facilitate decision-making.</p> <p>2.Community Engagement</p> <p>Provides training to community members in all emergency preparedness activities.</p> <p>3. Prevention and Mitigation</p> <p>Provides trained personnel to support the prevention and mitigation efforts.</p> <p>4.Response and Recovery</p> <p>Provides trained personnel to support response and recovery efforts.</p>	Allowability	This is allowable in accordance with UASI guidelines for planning activities.
Estimated Timeline	Continually Ongoing effort	Dependencies and Cost Factors:	This project is a continuation of previous funding for this purpose.
<p>Problem Statement/Project Description:</p> <p>This initiative will continue the projects previously funded to train, and exercise all ESFs and disciplines. This initiative will involve the NCR as defined by Federal legislation</p>			
Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	Collaborating Partners	Deliverables	Target Date
1. Maintain a training and exercise calendar for the NCR	All NCR Jurisdictions and ESFs, and the ETOP.	Regional Calendar posted on the COG website	Continue to update the current calendar
2. Provide training opportunities for all ESFs and disciplines	All NCR Jurisdictions and ESFs, ETOP.	Trained responders and others.	Continue to provide training for all responders and ESFs.
3. Exercise, design and development	All NCR Jurisdictions and ESFs, ETOP	Regional exercises designed to evaluate specific objectives developed by the emergency	Hold three regional exercises within the grant period.

		preparedness community.	
4. After action review and improvement plan monitoring.	All NCR Jurisdictions and ESFs, ETOP	Review all after action reports from funded exercises. Recommend improvement plan items and monitor improvement plan progress and report to the SPG and CAOs.	Continue to evaluate exercises and training and continually update the SPG and CAOs on needed improvements.
Project Performance Measures		Baseline Value	Target Value
1. Training provided		Current number of trained personnel	25% increase
2. Exercise and Training Calendar		Current calendar	Up to date calendar
3. Exercise development.		Past exercises	Three additional exercises.
4. After Action and Improvement Plans monitoring		Current improvement plans	Monitor all improvement plans and newly developed ones and report gaps, strengths and weaknesses to the SPG and CAOs for decision making.

INITIATIVE PLAN

Regional Training and Exercises

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

Regional Training and Exercises. This initiative is a continuation of funding available for training and exercises to evaluate the NCRs response, recovery, mitigation and prevention of all potential disasters.

Training is essential to ensuring all persons involved in the response, recovery, mitigation and prevention activities are proficient in all of the tasks necessary to meet the target capabilities.

Exercises validate both training and plans and procedures. Exercises are an essential part of the analysis process that defines the strengths and weaknesses of our efforts.

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

This initiative will essentially provide funding to the exercise and training oversight panel (ETOP) to be utilized for regional training and exercise activities. The training and exercises will be for the entire NCR region as defined by law.

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

The NCR ETOP consists of representatives of the three states and other selected representatives. Its mission is to develop training and exercise programs for the NCR and to evaluate all exercises and monitor improvement plans. Additional existing staff throughout the Emergency Management discipline provides resources to this effort. This is a continuation of a previously funded program that has purchased assets to assist in the delivery of these programs including upcoming exercise equipment caches.

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

This initiative will be governed by the ETOP who reports to the Senior Policy Group and the Chief Administrative Officer's Committee.

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

Training provides the knowledge necessary to carry out the missions identified in the strategic plan for the NCR including prevention, mitigation, response and recovery. All members of the community need to be trained on their role in the safety and security of the NCR. Training is necessary to fully implement the National Incident Management System and to coordinate regional plans and procedures.

Exercises help to identify, strengths gaps and weakness across all capabilities, all tasks, all disciplines and all missions. The after action reports are essential to strategic planning and decision making ultimately leading to our operational readiness.

CONCEPT PAPER <i>Preliminary Document – Presented for Review and Discussion</i>		January 27, 2006	
		Ruby Brown, Ph.D., Grant Lead, Arlington County Department of Social Services	
		703.228.4789 rbrown@arlingtonva.us	
Project Title:	UASI NCR Family Assistance/Reunification Center.	Estimated Grant Amount	\$2,000,000
NCR Strategic Goal Alignment:	1. Planning & Decision Making, 2. Community Engagement, 4. Response & Recovery.	Allowability	N/A
Estimated Timeline	June 01, 2006-June 01,-2007	Dependencies and Cost Factors:	N/A
Problem Statement/Project Description: Immediately following a terrorist attack or significant emergency/incident in the National Capitol Region (NCR), affected individuals must be notified quickly and provided access to information and services, all of which must be victim sensitive and easily accessible. Effective response to victims' families is dependent upon prior planning and coordination, and can be provided via an established vehicle, such as the Family Assistance/Reunification Center (FAC). <ul style="list-style-type: none"> • A Family Assistance Center is a vehicle that is designed to assist communities by providing a centralized location for services and resource referrals for unmet needs following a disaster. • The National Capital Region Family Assistance Center Plan (NCR FAC) is a template for the requirements and services necessary in "standing up" a FAC. 			
Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Training & Educational Outreach	Dr. Brown & The NCR	Training Modules, Training Classes, Symposiums, NCR FAC Plan Regional Conference, Other.	June 2006-June 2007
2. Continuation of Equipment Procurement	Dr. Brown & The NCR	A universal Capability available via the utilization of technology.	June 2006-June 2007
3. Virtual Aspects of NCR FAC	Dr. Brown & The NCR	NCR FAC Website, Call Center Model, Virtual Exercise.	June 2006-June 2007
4. Additional Plan Exercises	Dr. Brown & The NCR	Modified NCR FAC Plan.	January 2007-June 2007
5. Regional Connectivity Exercises	Dr. Brown & The NCR	Regional Connectivity Vehicles.	June 2006-June 2007

INITIATIVE PLAN

UASI NCR Family Assistance/Reunification Center

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

National Capital Region Family Assistance Center Initiative (NCR FAC Initiative)

Providing Immediate Assistance & Information—Formulating & Solidifying the Communications Channels: Family Assistance Center & Roam Secure

Immediately following a terrorist attack or other significant emergency incident in the National Capital Region, it is imperative that those affected by the referenced emergency are provided with the needed services. Immediate assistance, immediate information, and immediate coordination between the agencies and organizations providing the information/services is needed and warranted.

- Immediate Assistance: The Family Assistance Center.

The National Capital Region Family Assistance Center is a vehicle that is designed to assist affected communities and their residents by providing a centralized location for services and resource referrals for unmet needs following a disaster. Throughout the course of history, Family Assistance Centers (FACs) have been established to provide various services to those in need. Most recently, these referenced centers were established to address specific emergencies and catastrophes, such as natural disasters (Hurricanes & Earthquakes), oil spills, terrorist attacks, and etceteras. For example, following the Terrorist Attacks occurring on 11 September 2001, FACs were created to assist those directly affected by the attacks—providing information, providing support, providing food, and other. The functions of a FAC are quite modular in nature—providing various services, as warranted by the given disaster or emergency. With the utilization of technology, many of the FAC’s functions can be delivered, assessed, or moderated via the use of the Internet, Telephones (traditional, cell, other), and Internet/Telephonic enabled devices. With the mobilization of society, it is imperative that the response be one of a mobilized nature—being available and accessible to all in need. Although the theoretical concepts of a FAC may be constructed, developed, and finalized, the formation of the FAC and the operations of the FAC require intense planning, coordination between ‘vested’ agencies and organizations, and community engagement. A mere plan is not sufficient, for it will not provide the needed services, the needed communication channels, the needed information, nor the needed assistance. In fact, the plan is the starting point—providing valuable insight into what, in fact, the response and the assistance should be, as well as how to provide the referenced response and the assistance. Although the plan is a starting point, additional team-building (agency and organizational coordination, collaboration, and corroboration); an aggressive communications campaign—one that engages the community, possible/probable FAC consumers; and training for those staffing the FAC and managing its operations is warranted and needed, before the occurrence of an incident.

- Immediate Information: Roam Secure

During a major crisis (natural disaster, terrorism, other), Family Reunification (one of the services that can be offered/coordinated by the FAC) becomes a significant issue. As Hurricane Katrina, the London Bombings, and Tsunami disasters illustrated, those affected by the disaster are often separated from spouses, children, and family members, and commence “Family Reunification” journeys/activities, in an attempt to find/communicate with their loved ones. Without immediate information and clear, precise, & organized communication channels/processes, these “Reunification Activities” can become grueling and nightmarish. Additionally, workers providing various services to those in need can become inundated (requests for information, information gathering, information management, and etceteras). Immediate information, coordinated and or provided by the FAC, is needed, and the communication channels and vehicles should be constructed and in place prior to the occurrence of an incident.

The Family Assistance Center Initiative will allow for, and assist in, the continuance of the following:

- a. **Planning:** effective planning prior to the occurrence of an incident, as well as the formation of contingency plans & risk mitigation plans.
- b. **Agency/Organization Coordination:** the continued coordination efforts (involving all vested parties, those offering assistance to, or supporting the FAC’s Operations).
- c. **Community Engagement:** informing and involving probable consumers (those requiring assistance, following a significant emergency/incident), prior to the actual utilization of the services during the existence of a FAC, effectuating and solidifying organized processes—prior to the occurrence of an incident.
- d. **Information Sharing:** the development of information sharing capabilities to be used by FAC consumers, and offered/coordinated by the FAC.

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

The Family Assistance Center Initiative expands across the National Capital Region, which includes the below. (Please see the below chart and map.)

	<u>Jurisdiction</u>	<u>Estimated Population 2004</u>
- 1	Arlington County, VA	186,117
2	District of Columbia (DC)	553,523
3	Fairfax County, VA	1,003,157
4	Frederick County, MD	217,653
5	Loudoun County, VA	239,156
6	Montgomery County, MD	921,690
7	Prince George's County, MD	842,967
8	Prince William County, VA	336,586
	Total Estimated Population 2004	4,300,849



Source: U.S. Census Bureau, 2004 Population Estimates, Census.

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

During FY '05, the following activities were commenced:

- Phase A: Plan Initiation & Development Phase: the research-based development of the referenced plan, facilitation of ‘regional’ discussions—guiding the plan development activities, and the formulation of the plan’s conceptual foundation.
- Phase B: Plan Exercise: the exercising of the referenced plan, includes an interim exercise to assist in the plan’s formation and finalization.
- Phase C: Plan Final Delivery Phase: the integration of lessons learned from the aforementioned exercise, COG-NCR approval activities, and the presentation of the plan to the State Authorizing Authority.

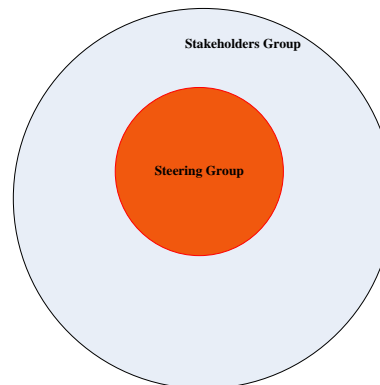
In the Upcoming Year, to sustain and continue the Family Assistance Initiative, the following shall be pursued:

- Training & Educational Outreach: those overseeing the FAC’s Operations, those providing FAC services, other.
- Continuation of Equipment Procurement Activities
- Community Outreach/Communications Campaign: assisting jurisdictions in their quests to provide convey information to the public.
- Virtual Aspects: incorporating and addressing “virtual” options (internet, call centers, other).
- Additional Plan Exercises: practice sessions to assist in the preparation of a unified regional response—addressing the modularity of the referenced plan.
- Regional **Connectivity Activities**: activities to assist in (and foster) regional interoperability, regional cooperation, and regional ‘connectivity.’

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

During the upcoming year, the Family Assistance Center Initiative will utilize the currently used Governance Structure, which appears below and can be accessed via the following link (Concept Of Operations, Involved Parties, Other Pertinent Information): <http://ncrfacplan.us/SG%20Management%20Tools.htm>.

- A) **Stakeholders:** The Stakeholders Group is a rather **large** group comprised of multi-disciplinary representatives across the NCR. NCR Stakeholders shall be defined as those who appear in the following categories: Consumers of the FAC's services; Service Providers; Product Suppliers; Members of the Stakeholders' Community—including Offices of Emergency Management; and NGOs, as appropriate.
- B) **Steering Group:** The Steering Group is comprised of a **small** group of regional stakeholders who will have direct input into the plan development. The primary objective of the Steering Group is to represent the various diverse interests and requirements, and provide guidance to the Project Manager and the NCR Plan Development Team. The Steering Group shall represent the needs of the National Capital Region's Stakeholders. *Notation: The members of the Expanded Steering Group have been identified and invited*



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

The Family Assistance Center Initiative addresses the following Overarching National Priorities: Expanded & Regional Collaboration & Implementation of the National Incident Management System & National Response Plan (NIMS & NRP). Although the Family Assistance Center and its operations are not explicitly & specifically addressed in the referenced plans, the FAC's utilization and its operations are implicit, and are essentially embedded within the fabric of these documents.

<h1 style="text-align: center;">CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 27, 2006	
		Fairfax County Police: Don Owens	
		4100 Chain Bridge Road Fairfax, VA 22030 Tel: 703-246-7525 Donald.owens@fairfaxcounty.gov	
Project Title:	NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)	Estimated Grant Amount	\$231,750
NCR Strategic Goal Alignment:	<p>Providing for “Animal Protection and Care” was a specific sub initiative under Goal 1, Object 3, Initiative 2 – “Conduct gap analysis, develop recommendations and take appropriate actions”</p> <p>This is also in alignment with the US DHS Target Capabilities for Mass Care, Citizen Protection: Evacuation and/or In-Place Protection, Planning and for implementing NIMS and the NRP</p>	Allowability	<p>This Planning effort is explicitly allowable under the UASI guidelines as it is tied to local and national homeland security strategic efforts, such as the NCR strategic plan and implementing the National Response Plan (NRP) and Target Capability List (TCL) in the NCR.</p>
Estimated Timeline	May 2006 – October 2007	Dependencies and Cost Factors:	<p><i>Cost Factors include:</i></p> <ul style="list-style-type: none"> - Staff support to coordinate project and planning - Consultants to execute project and planning - Availability of 3rd party information on sheltering pets, including best practices and formal standards - Support from key stakeholders including <ul style="list-style-type: none"> o Emergency Management Offices o Offices of Animal Services o NCR Humane Societies and other Animal Care orgs o VOAD member agencies o Metro Coalition of Volunteer Centers o Nonprofit Emergency Preparedness Task Force
<p>Problem Statement/Project Description:</p> <p>Problem Statement:</p> <p>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.</p> <p>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</p>			

create operational and political confusion and could result in additional loss of life (people in danger who refuse to leave their animals). Most NCR jurisdictions already have a policy of take your pets if you evacuate.

Weaknesses identified but not included in this program (training and volunteer/donation management) are being implemented with other funding, but coordinated with the same management team. Training will be offered by The Humane Society of the US (HSUS). Volunteer and donation management of animal-related offers are included in a regional project coordinated by the Points of Light Foundation funded by the United Parcel Service Foundation and The HSUS. The Volunteer Centers in the NCR are participating in this project.

There will be much work to make this happen, including documenting the best practices and lessons learned from response and recovery efforts from Hurricane Katrina, 9-11 and the 2004 Florida Hurricanes which showed that significant alignment is required in a major incident between traditional Mass Care /Response agencies and animal care agencies to protect the population that has companion animals.

The NCR has much to do to plan for pet sheltering to comply with the needs of the NCR Population, including.

- *Coordination of jurisdiction's disaster evacuation and emergency animal sheltering plans for people with animals
 - * Identification of appropriate shelter and accommodations for people with animals
 - *A common public information message and a campaign about people/animal sheltering options for public and private organizations to publicize
 - *A regional inventory of resources, e.g. animal handling equipment, vehicles and emergency supplies and trained personnel
 - Training in animal rescue and emergency animal sheltering
 - Coordinated volunteer and donation management strategies and plans
- (* indicates included in this proposal)

Project Goal:

Develop scalable & integrated plans, processes and procedures for effectively sheltering companion animals (pets) in a sustained capacity to prepare for, respond to and recover from a catastrophic NCR event, including terrorism.

Project Description:

The Metropolitan Washington Council of Government's Animal Services Disaster Sub Committee, in conjunction with the NCR Emergency Managers and other key partners will complete the following objectives against the project goal to address the above problem statement:

- Document all key Animal Care partners and their emergency roles and capabilities.
- Document any standards for Emergency Animal Care which may exist across the US
- Assess existing Emergency Animal Care plans throughout region to ID gaps, issues and opportunities for integration across the plans
- Coordinate NCR jurisdiction's disaster evacuation and emergency animal sheltering plans for people with animals
- Identification of appropriate shelter and accommodations for people with animals
- A common public information message and a campaign about people/animal sheltering options for public and private organizations to publicize
- A regional inventory of resources, e.g. animal handling equipment, vehicles and emergency supplies and trained personnel
- Plan an exercise or series of exercises for the plans to analyze and improve the effectiveness of these plans.

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

Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Document all key Animal Care partners and their emergency roles & capabilities.	MWCOG Animal Services Disaster Subcommittee	Document defining the key players, their roles & capabilities	4th quarter of Calendar Year 2006 (4q06)
2. Assess any existing Emergency Animal Care plans across NCR to ID gaps, issues & opportunities for plan integration	MWCOG Animal Services Disaster Subcommittee	Document with conclusions from SWOT analysis of gaps and best practices in these plans throughout the region	1st quarter of Calendar Year 2007 (1q07)

3. Document any standards for Emergency Animal Care which may exist across the US	MWCOG Animal Services Disaster Subcommittee	Document defining Standards for Emergency Animal Care across the NCR	2nd quarter of Calendar Year 2007 (2q07)
4. Coordinate NCR jurisdiction's disaster evacuation and emergency animal sheltering plans for people with animals	MWCOG Animal Services Disaster Subcommittee	Emergency Animal Care Concept of Operations for Multi-Jurisdictional NCR Response	3rd quarter of Calendar Year 2007 (3q07)
5. Identification of appropriate shelter and accommodations for people with animals	MWCOG Animal Services Disaster Subcommittee	Document listing potential locations for sheltering pets	3rd quarter of Calendar Year 2007 (3q07)
6. Develop a common public information message and design a campaign about people/animal sheltering options for public and private organizations to publicize	MWCOG Animal Services Disaster Subcommittee	Document defining common public information message and a campaign about people/animal sheltering options	3rd quarter of Calendar Year 2007 (3q07)
7. Plan an exercise or series of exercises for the plans (Template & ConOps) to analyze and improve the effectiveness of these plans.	MWCOG Animal Services Disaster Subcommittee	NCR Emergency Animal Care Exercise Plan	4 th quarter of Calendar Year 2007 (4q07)

Project Performance Measures	Baseline Value	Target Value
1. Have issues, opportunities and best practices for Emergency Animal Care across the NCR been identified	No	Yes
2. Do standards for Emergency Animal Care exist across the NCR	No	Yes
3. Is there an NCR Regional Concept of Operations for Emergency Animal Care	No	Yes
4. Is there a document listing NCR potential locations for sheltering pets?	No	Yes
5. Is there a plan to test these plans against the standards?	No	Yes
6. Is there a public information message and a campaign about people/animal sheltering options for a catastrophic incident in the NCR	No	Yes

INITIATIVE PLAN

NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)

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

- Initiative Name: NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)
- Sheltering and care for Companion Animal/Pets was explicitly raised as a weakness in the NCR Mass Care Capability Review Session and again in the NCR Evacuation and/or In-Place Protection Capability Review Session. This initiative explicitly addresses the weaknesses raised in those sessions, and will make these issues a strength, rather than a weakness

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

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

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

Jurisdictional animal services agencies and emergency management agencies will cooperate with animal humane organizations and interested community-based organizations to develop emergency/disaster plans and implement activities. Each participating agency and organization may contribute staff expertise, equipment and materials in a cooperative effort to standardize emergency and disaster plans and operational procedures. Private funding and "in kind" donations from The Humane Society of the US and other private sources (pet product stores) will supplement project funds.

Gaps in needed equipment will be identified and additional support will be solicited for the highest priority equipment, not already available:

- Document all key Emergency Animal Care partners and their roles and Capabilities.
 - Some of this may already exist, and what does exist will need to be leveraged to identify the remaining partners, along with their roles & capabilities.
- Document any standards for Emergency Animal Care which may exist across the US:
 - The project partners are unaware of any specific standards which exist locally or nationally, but understand that some standards development may be in process.
 - The project partners will leverage any existing standards, along with their existing expertise to define key standards for the NCR.
- Assess existing Emergency Animal Care plans throughout region to ID gaps, issues and opportunities for integration across the plans:

- In this step the project partners will leverage any existing plans for Emergency Animal Care as the basis for the new plans to be developed.
- Coordinate NCR jurisdiction’s disaster evacuation and emergency animal sheltering plans for people with animals:
 - While the project partners hope that there will be items to leverage from existing plans, it is expected that these plans will need to be developed from scratch, utilizing the expertise from the MWCOG Animal Services Disaster Preparedness Subcommittee and other appropriate sources.
- Identification of appropriate shelters & accommodations for people with animals:
 - While the project partners know that there will be items to leverage from existing plans, it is expected that these plans will need to be developed and refined, utilizing the expertise from the MWCOG Animal Services Disaster Preparedness Subcommittee and other appropriate sources.
- Develop a common public information message and a campaign about people/animal sheltering options for government and private organizations to publicize:
 - While the project partners know that there many examples of public “messages”, it is expected that these messages will need to be reviewed, standardized, then negotiated with key agencies and organizations, utilizing the expertise from the MWCOG Animal Services Disaster Preparedness Subcommittee and public information officers.
- Plan an exercise or series of exercises for the plans to analyze and improve the effectiveness of these plans:
 - While the project partners hope that there will be exercise components to leverage from existing exercises, it is expected that these exercises will need to be developed from scratch, utilizing the expertise from MWCOG Animal Services Disaster Preparedness Subcommittee and local or state emergency managers.

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

Government animal services and emergency management will cooperate with humane and interested community-based organizations to develop emergency/disaster and implement activities. Each participating agency and organization will contribute staff expertise, equipment and materials in a cooperative effort to standardize emergency and disaster plans and operational procedures. Private funding and “in kind” donations from The Humane Society of the US and other private sources (e.g. pet product stores) will supplement project funds. Gaps in needed equipment will be identified and additional support will be solicited for the highest priority equipment, not already available.

- Daily Supervision and overall project management will be conducted by: Fairfax County Office of Animal Services in conjunction with the Fairfax County Office of Emergency Management. They will also provide for the administrative and reporting requirements of the grant/
- The Metropolitan Washington Council of Government’s Animal Services Disaster Preparedness Sub Committee will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan. They will provide other Project Coordination/Management support as required:
- A working group of the Animal Services Disaster Preparedness Sub Committee will be formed to review and advise on areas of specialization. This working will include participants from most key stakeholder parties (public & private).
- Proposed working group members include, but are not limited to:

Name	Jurisdiction	Agency	Sector
Mike Lucas	Fairfax County	Animal Services	
Becky McKinney	Fairfax County	OEM	
Rodney Taylor	Prince Georges County	Animal Services	
Peggy Keller	DC	DOH	Health
Russell Gardner	DC	EMA	
Paul Hibler	Montgomery County	Animal Services	
Kathy Talbott	Montgomery County		
Jay Kinney	Montgomery County	Dept of Aging	Sheltering
Sue Mahon/Cindy Causey	Commonwealth of Virginia	VDEM	
Steven Dickstein	MW COG	COG	
Oliver Davidson	All NCR Jurisdictions	Humane Society of the US	Disaster Services

- Key stakeholders include:
 - NCR Emergency Managers
 - NCR Offices of Animal Services
 - NCR Human Services Offices
 - NCR VOAD member agencies
 - NCR Humane Societies and other Animal Care organizations
 - Nonprofit Emergency Preparedness Task Force
 - Metro Coalition of Volunteer Centers
- Reports will be produced by working group to Jurisdictions as well as to the public.

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

- This initiative is integral to the Overarching Priority of “Implement the National Incident Management System and National Response Plan” as animal care was explicitly added to ESFs 6 and 11 in the National Response Plan.
- In order to fulfill this overarching priority, the NCR needs to conduct the specific planning defined by this initiative.
- This initiative also works toward the Priority Capability of “Expanded Regional Collaboration” as it will require the input and collaboration of partners through the region and its comprising jurisdictions.
- Providing for “Animal Protection and Care” was a specific sub initiative under Goal 1, Object 3, Initiative 2 – “Conduct gap analysis, develop recommendations and take appropriate actions” – in the NCR Strategic Plan, updated 11/18/05. During the Strategic planning process, it was determined that Animal Protection and Care was an identified Gap in the NCR overall preparedness and needed to be addressed ASAP. It is estimated that approximately 68% of the NCR population has pets and one of the predominant reason for people ignoring evacuation orders is uncertainty over the availability and quality of pet sheltering.

CONCEPT PAPER		January 26, 2006	
		Nancy Fones, NoVA Regional Trainer, VDH	
		10777 Main St., Ste. 300, Fairfax, VA 22030 nancy.fones@vdh.virginia.gov	
Final			
Project Title:	Strategic Planning for a Health and Medical Core Curriculum	Estimated Grant Amount	\$ 150,000
NCR Strategic Goal Alignment:	<i>Strengthen Medical Surge & Mass Prophylaxis Capabilities</i>	Allowability	
Estimated Timeline	<i>One annual funding cycle</i>	Dependencies and Cost Factors:	
Problem Statement/Project Description:			
Existing training programs and products are not systematically inventoried, consistently standardized, or similarly used. This project would render a consensus plan for how a unified core emergency curriculum could be ratified and implemented across the National Capitol Region.			
Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Convene training steering committee	Health directors, training reps from disciplines	Attendance roster widely representative of disciplines	First quarter of project
2. Review existing gap analysis information	Training work group and academics/consultants	Summary of existing needs assessments, strategic plans, ETOP analyses	First quarter of project
3. Locate and inventory all educational programs & products	-- Same --	Database including developer info, format, duration, dates, content	Second quarter
4. Conduct roundtable discussions/demonstrations to judge quality of NCR educational options	-- Same --	Qualitative summative evaluation report of each option's strengths and weaknesses	Third quarter
5. Collaboratively determine the standards, content, objectives, & formats for a unified, regional worker core curriculum in EP&R	-- Same, plus additional state, ETOP, COG official input/endorsement	Prioritized list of training that is widely applicable, replicable, user-friendly; (as possible) validated and ODP-approved	Third quarter
6. Develop an implementation plan with any necessary academic/ consulting, R-ESF8 resources	-- Same, plus these additional partners	Plan to include credentialing options, tracking of mastery, timetable for course/module development, completion	Fourth quarter

Project Performance Measures	Baseline Value	Target Value
1. Roster of fully-representative training steering committee group members.	Recently commissioned by R-ESF8 health directors	Plan will be produced; will include measurable performance targets
2. Consolidated summary of training gap analyses, needs assessments, etc. with section on implications and recommendations.	Information not amassed	Summary will exist
3. Database of existing NCR continuing education programs and products.	Regional data-base does not exist	Database will be formatted; known items entered
4. Evaluation report of strengths/weaknesses per identified educational item.	Evaluation information unavailable	Evaluation results will be documented
5. Prioritized list of standardized trainings to be consistently offered regionally.	Unified list unavailable	Consolidated list will exist
6. Implementation plan for ratifying and instituting a core emergency curriculum.	Plan does not exist	Consensus plan will exist for R-ESF8 disciplines

INITIATIVE PLAN

Strategic Planning for a Health and Medical Core Curriculum

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

Name of Initiative: *Strategic Planning for a Health and Medical Core Curriculum*

A core curriculum in all-hazards emergency preparedness and response would meet requirements of the National Response Plan and

- build high-priority R-ESF8's medical surge and mass prophylaxis capabilities throughout the national capitol region by standardizing training regionally; and increasing and tracking worker competencies
- respond to weaknesses identified in the NCR capability review. The effectiveness and efficiency of continuing education programs and products in emergency preparedness for health and medical workers is unproven because learning opportunities are not always:
 - standards-based
 - consistent in content
 - accessible in format
 - synchronized with local, state, and federally-sponsored drills and exercises
 - reflective of needs assessment and gap analysis findings from ETOP, state agencies, etc.

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

The project will serve all public health, medical, and pre-hospital emergency personnel throughout Virginia, Maryland, and the District of Columbia.

The resulting core curriculum plan would establish baseline awareness-level knowledge, skills, and abilities for workers within all R-ESF8 disciplines including (but not limited to) hospitals, EMS, Medical Reserve Corps, medical society, behavioral and mental health, public health, and private clinicians. Related educational programs and products (courses, modules, etc.) would be identified and prioritized; implementation/dissemination recommendations would be included.

Pg. 2, Strategic Planning for a Health and Medical Core Curriculum - N. Fones, 1/26/06

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

By the end of the project:

1. All existing NCR educational programs in health and medical emergency preparedness would be identified and any need to develop additional offerings would be specified
2. Consolidation options would be considered
3. A core set of instruction would be prioritized
4. Dissemination formats would be determined
5. A draft implementation plan would be ready for ratification and subsequent field testing

Existing resources include:

- professional trainers are already employed within each of the NCR geographical areas
- current ETOP member expertise and results from their ongoing analyses are available
- web-based training infrastructure and development support through R-ESF8 resources exists, including The Washington Hospital Center and Virginia's learning management system

Resources to be acquired include:

- contractor and/or university partner(s) to help collect, display, describe, critique, and report on existing worker education through the region; and facilitate the roundtable forum
- rental of a site to conduct a roundtable forum during which existing educational materials would be displayed and discussed (including expenses for area stakeholders to attend)

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

The project will be conducted by the Training Steering Committee, recently commissioned by R-ESF8's regional health officials. It will include representation from all R-ESF8 disciplines.

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

Presidential and state directives for area coordination and efficiency would be served by this project. UASI goals related to incident emergency prevention and mitigation would be furthered.

Additionally, the following **Overarching National Priorities** would be addressed:

- Regional information sharing and collaboration would be expanded because the amassed professional development items would be multi-disciplinary in nature and would be institutionalized in a multi-jurisdictional manner
- NIMS and CBRNE capabilities would be strengthened because required coursework would fall under umbrella topics including incident management and WMD
- Medical Surge and Mass Prophylaxis capabilities would be enhanced with the curriculum's inclusion of topics related to infection prevention and management (such as isolation/quarantine, disaster behavioral health interventions, special population requirements).

CONCEPT PAPER <i>Final</i>		January 27, 2006	
		John A. Clizbe, Emergency Planner, Alexandria Health Department	
		4480 King Street, Alexandria, VA 22314 703-838-4400 john.clizbe@vdh.virginia.gov	
Project Title:	Medical Prophylaxis and Surge Planning	Estimated Grant Amount	\$1,125,000
NCR Strategic Plan Goal Alignment: National Overarching Priorities & Target Capabilities	<i>1.3.2 Comparative Gap Analysis, 1.4.1 Identify Need, 2.2.1 Outreach, 2.4.1 Curriculum Development, 2.1.3 Special Needs, 3.1.2 Training, 3.1.3 Surveillance, 4.1.2 Integrate Response Plans, 4.4.1 Exercises</i> <i>Expanded Regional Collaboration; Implement the NIMS and NRP; Medical Prophylaxis; Medical Surge; Planning</i>	Allowability	Confirmed
Estimated Timeline	<i>May, 2006 through December 2007</i>	Dependencies and Cost Factors:	Ability to hire 9 qualified people
Problem Statement/Project Description:			
<p>In order to provide the necessary local and regional planning, coordination of trainings, exercises, and equipment and supply allocations, as stipulated by the National Capital Region Strategic Plan, the National Response Plan, and the Federally defined Target Capabilities for Medical Prophylaxis and Medical Surge, additional planners are required by the region's Public Health Departments. Remarkable progress has been made in Public Health Emergency Preparedness over the last three years, including substantial enhancements to mass prophylaxis plans to address a widespread anthrax release (CRI), improvements in communication protocols and interoperability, and implementation of trainings and exercises. However, increasingly demanding goals, expectations, and requirements – including constantly-emerging diseases and threats, interdisciplinary coordination of plans and exercises, interjurisdictional coordination of planning, training and exercises, incorporation of federal directives including NIMS and the NRP, procurement and management of equipment and supplies, and expansion of planning to include additional key target areas -- simply exceed the capacity of current staff.</p> <p>Public Health in the National Capital Region has a severe shortage of people who can devote their time to conducting the necessary assessments, developing the plans and training, addressing the needs of the most vulnerable in our communities, integrating the planning efforts, and developing and overseeing the necessary drills and exercises.</p>			

Most jurisdictions have a single person responsible for health-related emergency planning and preparedness, training, exercising, inter-jurisdictional coordination and response, and in some instances, volunteer management. That one person has attended meetings inclusive of mass prophylaxis for CRI, pandemic, SARS, smallpox, isolation and quarantine, Medical Reserve Corps, personal protective equipment, regional communications, training, exercises, public communications, and a wealth of other topics. As a result, it becomes impossible to provide the adequate attention to all possible threat scenarios; gaps in plans cannot be addressed, the needs of special populations and cultural groups cannot receive the attention they deserve, comprehensive ESF8-wide planning does not occur as it should, the volume of exercises becomes consuming, training is postponed, and support for communication with the public is delayed. Additionally, current and future UASI projects will continue to require local and regional planning from staff resources that are already overburdened.

This project proposes hiring nine people, including one for each of the eight NCR local jurisdiction Health Departments and a ninth for Frederick County Health Dept., under the 10 mile UASI expansion allowance.

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

Task(s)	Task(s)	Task(s)	Task(s)
1. Recruit and Select People	Local jurisdictions	9 full time people hired	July 1, 2006
2. Assignments of responsibility	Local jurisdictions in coordination with BEPS	Job descriptions and responsibilities defined	August 1, 2006
3. Current staff reallocate duties	Local jurisdictions	Time reallocated to high priorities	September 1, 2006
4. Fill gaps in planning	Newly-hired personnel and current staff	Currently-incomplete elements of health planning are completed	March 1, 2007
5. ESF 8-wide planning	Newly-hired staff, ESF 8 and Health Officers Committee	Integrated ESF8 planning in place	September, 2007
6. Integrate local plans into region-wide collaboration	Newly-hired staff, BEPS Committee	All local plans reflect regional collaboration	September, 2007
7. NIMS compliance	Newly-hired staff	Assurance of NIMS compliance in all plans	September, 2007
8. Integrated Mass Prophylaxis and Medical Surge plans	Newly-hired staff	Mass Prophylaxis and Medical Surge plans are integrated region-wide	December, 2006
9. Support development of plans for Special Needs populations	Newly-hired staff	Assure plans address meeting needs of Special Needs populations	September, 2007
10. Support development of plans for cultural groups	Newly-hire staff	Assure plans address meeting needs of cultural groups	September, 2007

Project Performance Measures	Baseline Value	Target Value
1. Voids in plans eliminated	Current voids	No voids
2. Integrated ESF 8 plans	Incomplete	Completed
3. Collaborative agreements	Local focus	Regional focus
4. Exercises	Extensive	Prioritized
5. Training	Uncoordinated	Integrated across region

6. NIMS Compliance	Local in process	Region-wide
7. Plans for Special Needs and cultural sub-groups	Minimal	On-going

INITIATIVE PLAN

Medical Prophylaxis and Surge Planning

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

Medical Prophylaxis and Surge Planning

The only way the Mass Prophylaxis and Medical Surge priorities can be met is if the necessary personnel are in place to create and implement the required plans and actions. Currently, there are insufficient human resources to do so. Additional expenditures on physical goods, without the necessary people-support, will be an inefficient investment at best.

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

This proposal will support the entire National Capital Region by providing one additional planner per Health Department in the NCR as well as a planner for Frederick County to improve regional coordination with and response from an essential neighboring jurisdiction.

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

Public Health Emergency Planners and Epidemiologists currently exist in local jurisdictions and some parts of the Region. As a result of their work, many processes and tools are currently in place – in fact, to date, more emphasis has been placed on “tools” and equipment than on the people necessary to implement the processes and utilize the tools. Public Health also has the primary responsibility for Mass Prophylaxis and much responsibility for Medical and Public Health Surge – two of the highest priorities for the Region. Additional human resources are sorely needed to support and expand these efforts, especially in light of the increasing demands for additional planning with the Cities Readiness Initiative. An additional nine planners will have a substantial impact and improvement on the processes, and an enhanced ability to use the tools needed to meet the goals, objectives, and priorities.

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

Staffing selections would be made by each local Health Department to augment existing personnel capabilities. Overarching governance will be provided by the Health Officers Committee, with the support of the CAO and SPG committees.

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

This initiative explicitly is directed toward making it possible to meet the requirements of the overall State(s) homeland security program(s), and to help incorporate all of the Overarching National Priorities into the Public Health venue.

<p>CONCEPT PAPER</p> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		<p>January 23, 2006</p>	
		<p>Metropolitan Washington Council of Governments Energy Policy Advisory Committee James Gorby, Chair Fairfax County</p>	
		<p>George L. Nichols Principal Environmental Planner/Energy Program Manager 777 North Capital Street, NE Washington, DC 20002 202-962-3355 gnichols@mwkog.org</p> <p>Belien Tadesse, Deputy Chief, Planning and Evaluation Division, DC Energy Office 2000 14th St. NW Suite 300E Tel: 202-673-6769 Email: belien.tadesse@dc.gov</p>	
<p>Project Title:</p>	<p>Regional Energy Emergency Exercise and Emergency Liaison Officers Training Program</p>	<p>Estimated Grant Amount</p>	<p>\$400,000</p>
<p>NCR Strategic Goal Alignment:</p>	<p>NCR Goal 2: An informed and prepared community who live, work, and visit in the region, engaged in safety and security of the NCR.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Deliver timely, coordinated and targeted emergency information across the NCR before, during, and after emergencies. • Raise the level of preparedness across the NCR by utilizing and enhancing public awareness and education campaigns. • Strengthen public-private-NGO partnerships and communication through increased sharing of information and resources, and expanded participation in preparedness planning across the NCR. • Engage those who live, work and visit within the region in emergency preparedness across the NCR. <p>NCR Goal 4: A sustained capacity to respond to and recover from “all hazards” events across the NCR</p> <p>Objectives:</p>	<p>Allowability</p>	<p>This is allowable in accordance with UASI guidelines for planning and training activities.</p>

	<ul style="list-style-type: none"> • Develop, adopt and implement integrated plans, policies, and standards to facilitate response and recovery. • Ensure the capacity to operate multi-level coordinated response and recovery. • Ensure adequate and effective sharing of resources • Comprehensively identify long-term recovery issues. 		
<p>Estimated Timeline</p>	<p>18 months from award</p>	<p>Dependencies and Cost Factors:</p>	<p>This is a continuation of a previously funded District of Columbia training, incorporating all NCR local governments.</p>

Problem Statement/Project Description:

Since 2001, the country has experienced international terrorist attacks and natural disasters that have had devastating consequences. Our responses and recovery efforts have been put to the test by these events. Natural disasters like Hurricanes Isabel and Katrina have underscored the gaps and shortfalls in our response and recovery efforts in the energy infrastructure.

This project would develop a regional energy emergency functional exercise that will incorporate energy related lessons from Hurricane Katrina and Isabel and test the recently updated Regional Energy Emergency Plan. The project will focus on developing effective regional coordination and communication among public managers and energy liaison officers to respond to energy emergencies that propose to have a regional impact or threat.

All major energy sources would be incorporated into the scenario planning and training. This plan will address how public and private parties can coordinate their plans to accomplish timely and effective response and restoration operations. Existing energy emergency procedures and techniques would be tested. It will provide a forum for ESF #12 ELOs to discuss what resources each agency has and under what conditions those resources will be mobilized and will also provide an opportunity to further familiarize themselves with each other. A after action report will also be prepared. Information and BMPs obtained from alternative energy systems technology project would be incorporated into scenarios and responses.

COG recently completed the regional energy plan. One of our objectives is to validate the policy and procedures outlined. One of the policy recommendations is to develop an Energy emergency exercise and training plan for the region. Additionally, the District of Columbia Energy Office and the Department of Public Works conducted an emergency function exercise to test their emergency plans, titled Golden Egret 05. The Golden Egret exercise highlighted two major gaps:

- 1) The need for additional energy emergency trainings so that DCEO 'S ELOs are able to function effectively and efficiently during energy emergencies.
- 2) ESF #12 ELOs were not always clear about the type of resources available from each support agency, and under what emergency conditions those resources will be mobilized.

Based on these identified gaps this project will also design a training program for ESF#12 ELO's within the NCR. The ELO Training Curriculum that has been developed by the DCEO will be used as a guide as it identifies key knowledge and skill capabilities that are essential for ESF#12 ELO's to respond to and manage energy emergencies. The Training Program will also include in-depth discussions on the energy emergency plans and the ELO standard operating guidelines within each jurisdiction.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Review lessons learned from Hurricane Katrina	All NCR Jurisdictions and ESF #12 ELOs	A list of missing components and set of matching solutions.	10%
2. Identify qualified and experienced energy emergency plan trainers or training opportunities	All NCR Jurisdictions and ESF #12 ELOs	Contract agreement(s) for training	5%
3. Prepare an outline of trainings that is tailored to the needs of ESF #12 ELO	Identified trainer	Training outline	5%
4. Conduct a succession of trainings per ELO over a 9 month period to maintain the knowledge and skills of ESF #12 ELOs	All ESF#12 ELOs		25 %
5. Identified qualified trainer and/or facilitator of tabletop scenario exercise		Contract agreement(s) for training	5%
6. Prepare an outline of tabletop scenario exercise	Identified trainer/facilitator	Tabletop exercise outline	5%
7. Select presenters from each of ESF#12's support agencies (including all NCR jurisdictions, Federal, and Private agencies) to discuss the resources they have available and under what circumstances those resources will be mobilized	All NCR Jurisdictions and ESF #12 ELOs	Presentation outlines from each ESF#12 agency	10%
8. Conduct tabletop scenario exercise	All NCR Jurisdictions, and ESF #12 ELOs, Federal, and private agencies		20%
9. Develop After Action Report		Meeting Report	15%

Project Performance Measures	Baseline Value	Target Value
<i>Input Measures:</i>		
1. Number of ESF #12 ELOs attending the Energy Emergency Plan seminar		All ELOs under ESF #12
2. Key Energy Emergency managers (public and private) to review existing energy contingency plans		All energy managers under ESF #12 and private sector personnel from utilities, etc.
<i>Output Measures:</i>		
1. ESF #12 ELOs have a complete understanding of the energy emergency plan and the standard operating guideline.		A post training survey will be administered.
2. ESF #12 ELOs and other key personnel have a complete understanding of the resources available in each agency under ESF #12 and under the conditions these resources will be mobilized		A post training survey will be administered.
3. Tabletop Exercise		A report will show how well the exercise was completed.

INITIATIVE PLAN

Regional Energy Emergency Exercise and Training Program

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

Regional Energy Emergency Exercise and Training Program

Energy is, unarguably, the “critical path” to most other critical infrastructures. Hurricane Katrina is the most visible and recent example of what can happen during an emergency coupled with shortages of energy supplies. The ability to effectively respond to energy emergencies hinges on a systematic approach, well trained personnel, good communication and coordination, and a set of procedures that are previously defined and tested prior to an emergency.

The program and capability evaluation identified gaps in communication and coordination between the public and private sector energy planners and professionals, energy emergency responders across jurisdictional lines, and training for ESF #12 ELOs. Throughout the capability review a number of key elements in the program were highlighted. They are:

- *A critical look at lessons learned from Hurricanes Katrina and Isabel is essential;*
- *The private sector must be included in the scenario planning exercise;*
- *Identification of key personnel, roles and responsibilities, and communication flow should be outlined;*

- *Specific training for ELOs is necessary for them to function effectively and efficiently in an energy emergency;*
- *A review of existing contingency plans for all energy sources is required, including electric, natural gas, and petroleum; and a*
- *Need standard operating procedures across jurisdictional*

This initiative will be implemented over a period of 18 months in two phases. Phase 1 will include, identification of key personnel (public and private), critical agencies, roles and responsibilities, ELO training, as well as a review and goal synthesis development existing energy contingency plans. During Phase 2 will include further clarification of key personnel, roles and responsibilities, and flow of communication, table top exercise, and final report.

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

This proposal will provide funding for training of ELOs in each jurisdiction and develop effective coordination and communication among public managers and the private sector across the metropolitan region.

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

The initial planning effort also calls for the review and exercise of all energy sources including petroleum and natural gas. Previous exercises had focused primarily on the dominant energy source – electricity. Future exercises should be expanded to included natural gas and petroleum concerns.

The public sector is well represented in the energy emergency contingency process, starting from the local government to federal agencies. However, the private sector is under represented. It is our goal to work closely with the energy utilities to identify and recommend other energy professionals with in the energy industry (such as pipeline operators) to participate in the planning.

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

The existing Council of Governments Energy Policy Advisory Committee’s ESF#12, in conjunction with the District of Columbia Energy Office will govern this initiative. The Committee consists of representation from the local governments, state energy and regulatory agencies, utilities, regulatory community, and energy distributors. The EPAC will have final approval over all project activities, including agenda development, identification of qualified trainers and development of final report. The EPAC reports to the Chief Administrative Officers Committee and the COG Board of Directors.

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

Response, recovery and planning are essential elements of the homeland security program. This program will align and integrate each regional ESF plan across jurisdictions (including Federal partners) and other regional ESFs. Additionally, it will compare results of gap analysis and after action reports with existing plans, and modify plans accordingly

<h1 style="text-align: center;">CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		1-27-06	
		Chuck Bean, Executive Director, The Nonprofit Roundtable of Greater Washington⁴	
		1201 15th Street, NW, Suite 420 Washington, DC 20005 (202) 955-6187 office (202) 202-223-0620 fax cbean@nonprofitroundtable.org	
Project Title:	NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation	Estimated Grant Amount	\$250,000
NCR Strategic Goal Alignment:	This supports Goal 4 of the draft NCR Strategic Homeland Security Plan which directs the NCR to develop “A sustained capacity to respond to and recover from “all-hazards” events across the NCR.” This is also in alignment with the US DHS Target Capability for Planning and for implementing NIMS and the NRP	Allowability	<i>This Planning effort is explicitly allowable under the UASI guidelines as it is tied to local and national homeland security strategic efforts, such as the NCR strategic plan and implementing the National Response Plan (NRP) and Target Capability List (TCL) in the NCR.</i>
Estimated Timeline	May 2006 – October 2007	Dependencies and Cost Factors:	<i>Cost Factors include:</i> <ul style="list-style-type: none"> - Staff support from the Nonprofit Roundtable to coordinate project and planning ¹ - Consultants to execute project and planning - Availability of 3rd party information on Recovery & Mitigation, including best practices and formal standards - Support from key stakeholders including <ul style="list-style-type: none"> o New R-ESF-14 Committee o Emergency Management Offices o Human Services Offices o Housing Departments o VOAD member agencies o Nonprofit Emergency Preparedness Task Force
Problem Statement/Project Description: Problem Statement: The National Response Plan (NRP) created a new Emergency Support Function, the New ESF-14 – Recovery and Mitigation, which is not yet included in most NCR Emergency Operations or Coordination Plans. Accordingly, in order to be in compliance with NIMS, the NRP and the Planning Capability of the TCL, this new ESF must be added to most, if not all of the NCR Emergency Operations and Coordination Plans, including the RECP.			

⁴ If another agency is better suited to manage this grant, the Roundtable would be willing to play a supporting role

There will be much work to make this happen, including documenting the best practices and lessons learned from Response and recovery efforts from Hurricane Katrina, 9-11 and Oklahoma City which showed that significant alignment is required in a major incident between Mass Care /Response agencies and long term Human Service Recovery agencies.

The NCR has much to do to plan for Recovery and Mitigation to comply with the federal guidelines.

Project Goal:

Develop scalable & integrated plans, processes and procedures for effectively coordinating Recovery and Mitigation in a sustained capacity to prepare for, respond to and recover from a catastrophic NCR event, including terrorism.

Project Description:

The Nonprofit Roundtable of Greater Washington, in conjunction with the soon to be formed ESF Committee for Recovery and Mitigation, the NCR Emergency Managers and other key partners will complete the following objectives against the project goal to address the above problem statement:

- Document all key Recovery and Mitigation partners and their roles and responsibilities.
- Document any standards for Recovery and Mitigation which may exist across the NCR
- Assess any existing Recovery and Mitigation plans throughout region to ID gaps, issues and opportunities for integration across the plans
- Develop a Concept of Operations for Recovery and Mitigation for a multi-jurisdictional response, including terrorism
- Develop a plan template for each jurisdiction to adapt or adopt in ESF-14-Recovery and Mitigation congruent with the NRP
- Plan an exercise or series of exercises for the plans to analyze and improve the effectiveness of these plans.

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

Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Document all key Recovery & Mitigation partners and their roles and responsibilities.	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	Document defining the key players, their roles & responsibilities	4th quarter of Calendar Year 2006 (4q06)
2. Assess any existing Recovery & Mitigation plans throughout region to ID gaps, issues & opportunities for integration across the plans	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	Document with conclusions from SWOT analysis of gaps and best practices in these plans throughout the region	1st quarter of Calendar Year 2007 (1q07)
3. Document any standards for Recovery and Mitigation which may exist across the NCR	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	Document defining any Standards for Recovery and Mitigation across the NCR	2nd quarter of Calendar Year 2007 (2q07)
4. Develop a Concept of Operations for Recovery and Mitigation for a multi-jurisdictional response, including terrorism	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	NCR ESF-14 ConOps for Multi-Jurisdictional Response	3rd quarter of Calendar Year 2007 (3q07)
5. Develop a plan template for each jurisdiction to adapt or adopt in ESF-14 congruent with NRP	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	NCR ESF-14 Plan template	3rd quarter of Calendar Year 2007 (3q07)

<p>6. Plan an exercise or series of exercises for the plans (Template & ConOps) to analyze and improve the effectiveness of these plans.</p>	<p>Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee</p>	<p>NCR ESF-14 Exercise Plan</p>	<p>4th quarter of Calendar Year 2007 (4q07)</p>
<p>Project Performance Measures</p>		<p>Baseline Value</p>	<p>Target Value</p>
<p>1. Have issues, opportunities and best practices for Recovery and Mitigation across the NCR been identified</p>	<p>No</p>	<p>Yes</p>	
<p>2. Do standards for Recovery and Mitigation exist across the NCR</p>	<p>No</p>	<p>Yes</p>	
<p>3. Is there a NCR Regional Concept of Operations for Recovery and Mitigation</p>	<p>No</p>	<p>Yes</p>	
<p>4. Is there a standard plan template for Recovery and Mitigation in the NCR to guide jurisdictions in developing an effective plan?</p>	<p>No</p>	<p>Yes</p>	
<p>5. Is there a plan to test these plans against the standards?</p>	<p>No</p>	<p>Yes</p>	
<p>6. Does the new ESF-14 have defined & agreed upon plans processes & procedures to respond to a catastrophic incident in the NCR</p>	<p>No</p>	<p>Yes</p>	

INITIATIVE PLAN

NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation

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

Initiative name: NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation

- The need to plan against the newly defined ESF-14, Long Term Community Recovery and Mitigation, was specifically brought up in the Capability review for planning, multiple times.
- The National Response Plan (NRP) created a new Emergency Support Function, the New ESF-14 – Recovery and Mitigation, which is not yet included in most NCR Emergency Operations or Coordination Plans. Accordingly, in order to be in compliance with NIMS, the NRP and the Planning Capability of the TCL, this new ESF must be added to most, if not all of the NCR Emergency Operations and Coordination Plans, including the RECP.

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

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

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

- The Nonprofit Roundtable of Greater Washington, in conjunction with the soon to be formed R-ESF Committee for Recovery and Mitigation, the NCR Emergency Managers and other key partners will complete the following objectives against the project goal to address the above problem statement:
 - Document all key Recovery and Mitigation partners and their roles and responsibilities
 - Some of this may already exist, and what does exist will need to be leveraged to identify the remaining partners, along with their roles & responsibilities
 - Document any standards for Recovery and Mitigation which may exist across the NCR
 - The project partners are unaware of any specific standards which exist locally or nationally, but understand that some standards development may be in process
 - The project partners will leverage any existing standards, along with their existing expertise to define key standards for the NCR
 - Assess any existing Recovery and Mitigation plans throughout region to ID gaps, issues and opportunities for integration across the plans
 - In this step the project partners will leverage any existing plans for long term community recovery and mitigation as the basis for the new plans to be developed
 - Develop a Concept of Operations for Recovery and Mitigation for a multi-jurisdictional response, including terrorism
 - While the project partners hope that there will be items to leverage from existing plans, it is expected that these plans will need to be developed from scratch, utilizing the expertise from the project partners and other key players in Recovery and Mitigation
 - Develop a plan template for each jurisdiction to adapt or adopt in ESF-14-Recovery and Mitigation congruent with the NRP.
 - While the project partners hope that there will be items to leverage from existing plans, it is expected that these plans will need to be developed from scratch, utilizing the expertise from the project partners and other key players in Recovery and Mitigation
 - Plan an exercise or series of exercises for the plans to analyze and improve the effectiveness of these plans.
 - While the project partners hope that there will be items to leverage from existing plans, it is expected that these exercises will need to be developed from scratch, utilizing the expertise from the project partners and other key players in Recovery and Mitigation

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

- The Nonprofit Roundtable of Greater Washington⁵ is slated to be the project manager for this project and will manage the project to the expected timeframes and deliverables stated in the

⁵ If another agency is better suited to manage this grant, the Roundtable would be willing to play a supporting role

attached Concept Paper. The Roundtable has successfully managed an FY03 UASI grant to completion and is currently successfully managing an FY05 UASI grant as well

- The soon to be formed R-ESF Committee for Recovery and Mitigation and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan. The R-ESF committee for Recovery and Mitigation should include representatives from most, if not all key stakeholder constituencies
- Key stakeholders already identified include:
 - NCR Emergency Managers
 - NCR Human Services Offices
 - NCR Housing Departments
 - NCR Public Works Departments
 - NCR VOAD member agencies
 - Nonprofit Emergency Preparedness Task Force

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

- This initiative is integral to the Overarching Priority of “Implement the National Incident Management System and National Response Plan” as one of the biggest changes from the Federal Response Plan to the National Response Plan is the creation of this new ESF for Long Term Community Recovery and Mitigation.
- In order to fulfill this overarching priority, the NCR needs to conduct the specific planning defined by this initiative.

<h1 style="text-align: center;">CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 27, 2006	
		R. Earl Lewis, Jr. Assistant Secretary Maryland Department of Transportation. (Representing the Regional Transit Security Working Group-RTSWG)	
		7201 Corporate Center Drive Hanover, Maryland, 21076 410-865-1125 rlewis1@mdot.state.md.us	
Project Title:	Regional Public/Private Bus Evacuation Coordination Planning	Estimated Grant Amount	\$400,000
NCR Strategic Goal Alignment:	Goal 2: Operationalize and leverage volunteer resources to meet preparedness needs. Goal 4: Develop a regional resource management system for deployment and utilization of resources. Goal 4: Align public, private and NGO resources with identified needs for response and recovery.	Allowability	[See instructions to confirm allowability; attach separate sheet if necessary]
Estimated Timeline	July 2006 to August 2007	Dependencies and Cost Factors:	[Attach via separate sheet if necessary]

Problem Statement/Project Description:

In response to Hurricanes Katrina and Rita along the Gulf Coast, the U.S. Congress issued H.R. 2360, Department of Homeland Security Appropriations Act, 2006 which states, in part: "It is imperative all States and Urban Area Security Initiative grantees ensure there are sufficient resources devoted to putting in place plans for the complete evacuation of residents, including special needs groups in hospitals and nursing homes, or residents without access to transportation, in advance of and after such an event,...". In response, it is proposed that the NCR region and the Baltimore Metro region should coordinate the availability of transportation resources by developing MOUs and concept of operation plans that will allow the region to leverage public and private bus and other transportation vehicles across the region. The Washington D.C. and Baltimore Metropolitan areas may have as many as 30%+ of their populations in need of transportation services in a mass evacuation situation.

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

Tasks	Collaborating Partners	Deliverables	Target Date	
1. Develop ConOps			December 2006	
2. Establish MOUs			June 2007	
3. Integrate w/ EMAs			August 2007	
4. Develop Exercise Process			August 2007	
5. Develop Update Process			August 2007	
Project Performance Measures			Baseline Value	Target Value
1. Exercise TableTop with Participating Public and Private Agencies				
2. Establish database of Participating Agency MOUs				

INITIATIVE PLAN

Regional Public/Private Bus Evacuation Coordination Planning

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

In response to Hurricanes Katrina and Rita along the Gulf Coast, the U.S. Congress issued H.R. 2360, Department of Homeland Security Appropriations Act, 2006 which states, in part: “It is imperative all States and Urban Area Security Initiative grantees ensure there are sufficient resources devoted to putting in place plans for the complete evacuation of residents, including special needs groups in hospitals and nursing homes, or residents without access to transportation, in advance of and after such an event,...”. In response, it is proposed that the NCR region and the Baltimore Metro region should coordinate the availability of transportation resources by developing MOUs and concept of operation plans that will allow the region to leverage public and private bus and other transportation vehicles across the region. The Washington D.C. and Baltimore Metropolitan areas may have as many as 30%+ of their populations in need of transport in a mass evacuation situation. By accomplishing the above we will address the following Capability Weaknesses:

1. **Citizen Protection- People-** Need more people across jurisdictions and disciplines to help develop evacuation plans.
2. **Citizen Protection- Equipment-** Accessible transportation for evacuation is lacking.
3. **Citizen Protection- Equipment-** Need fuel trucks to fuel busses and people who run out of fuel while evacuating.
4. **Citizen Protection-Training-** Need plan that is coordinated and fully accessible/universal as basis for training and practice.
5. **Citizen Protection-Training-** Insufficient attention/emphasis is placed on appropriately setting up evacuation and sheltering plans to be accessible before there is a problem.
6. **Citizen Protection- Training-** NCR first responders are not sufficiently trained to support mass evacuation-specifically transportation systems.
7. **Citizen Protection-Plans, Policies, Procedures-** Need a viable evacuation plan for regional evacuation including visitors and special populations.
8. **Planning-People-** Need to integrate non-profits and private sector.
9. **Planning- Training-** Development of resources and materials for implementing emergency transportation plans and procedures.
10. **Planning- Exercises/Evaluation-** No capacity of people or support to adequately integrate plans across jurisdictions.
11. **Planning-Plans/Policies/Procedures-** Need help developing mutual aid agreements.
12. **Planning-Plans/Policies/Procedures-** Need an integration of all regional transportation plans and the incident management plan and procedure.
13. **Critical Infrastructure-Equipment-** Need back-up systems to support critical transportation requirements.
14. **Critical Resource Logistics-People-** Need a plan for when people do not show up for work during an emergency.
15. **Critical Resource Logistics-Equipment-** Transportation sector does not know expectations or needs of the region.

16. **Critical Resource Logistics-Procedures-** Jurisdictions have little idea of other jurisdictions resources. There need to be mutual aid agreements in place.

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

The region of focus will include Northern Virginia, Washington, D.C, and Maryland. It will be necessary to integrate Southern Maryland, Frederick County and many of the jurisdictions around Baltimore and the greater Northern Virginia region to enhance the regional functionality of these resources during a mass evacuation situation when regional evacuation contingency plans will be of most value.

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

State, Municipal, County, and Private (profit and non-profit) transit and Para-transit vehicles are distributed throughout the region. Several thousand of these vehicles operate daily. We will be able to enhance the ability to leverage large numbers of these vehicles during a mass evacuation event if we develop relationships, agreement, and widely communicated concepts of operations throughout the region as described above.

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

The project will be coordinated through the newly created ESF-1 Working Group and will involve the participation of State, Municipal, and County Transportation Departments, State Associations of Counties and Municipalities, and Private (profit and non-profit) Transit providers as well as others. It will require interfaces with Emergency Operations, Law Enforcement, and local education departments as well as regional government organizations such as COG and the Baltimore Metropolitan Council as examples.

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

The need to enhance the regions ability to manage evacuation scenarios was identified in DHS IB-197. This project will enhance the resources available across the region in an evacuation by involving multiple agencies in a collaborative process to identify resources, create agreements, and plan for contingencies in advance of an evacuation event. The results will be concept of operations related to the provision of evacuation related transportation that will be integrated with emergency management planning efforts consistent with NIMS.

Scoring Sheet

Planning

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

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

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

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

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

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

Concept Paper	Continuation of COG Professional, Technical, and Secretariat Support									
Related Target Capabilities:	Cross-Cutting									
Score: Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total: (5-50)										

Concept Paper	Hazardous Materials Management Coordination Plan									
Related Target Capabilities:	WMD/Hazardous Materials Response and Decontamination									
Score: Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total: (5-50)										

Concept Paper	National Capital Region									
Related Target Capabilities:	Interoperable Communications Study									
Score: Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total: (5-50)										

Concept Paper		Evacuation Time Estimates – How much time do we need?									
Related Target Capabilities:		Citizen Protection: Evacuation and/or In-Place Protection									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total: (5-50)											

Concept Paper		Emergency Transportation Annex - Testing, Exercising, and Resource Development									
Related Target Capabilities:		Citizen Protection: Evacuation and/or In-Place Protection									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total: (5-50)											

Concept Paper		Regional Fire and Rescue Homeland Security Staff									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total: (5-50)											

Concept Paper		"NCR Planning Initiative"									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total: (5-50)											

Concept Paper		National Capital Region Emergency Operations and Coordination Planning									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total: (5-50)											

Concept Paper		National Capital Region Exercises and Training									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total:	(5-50)										

Concept Paper		UASI NCR Family Assistance/Reunification Center.									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total:	(5-50)										

Concept Paper		NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total:	(5-50)										

Concept Paper		Strategic Planning for a Health and Medical Core Curriculum									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total:	(5-50)										

Concept Paper		Medical Prophylaxis and Surge Planning									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total:	(5-50)										

Concept Paper		Regional Energy Emergency Exercise and Emergency Liaison Officers Training Program									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total:	(5-50)										

Concept Paper		NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation									
Related Target Capabilities: Citizen Preparedness and Participation											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total:	(5-50)										

Concept Paper		Regional Public/Private Bus Evacuation Coordination Planning									
Related Target Capabilities: Citizen Protection: Evacuation and/or In-Place Protection											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total:	(5-50)										