



# **Regional Catastrophic Preparedness Grant Program**

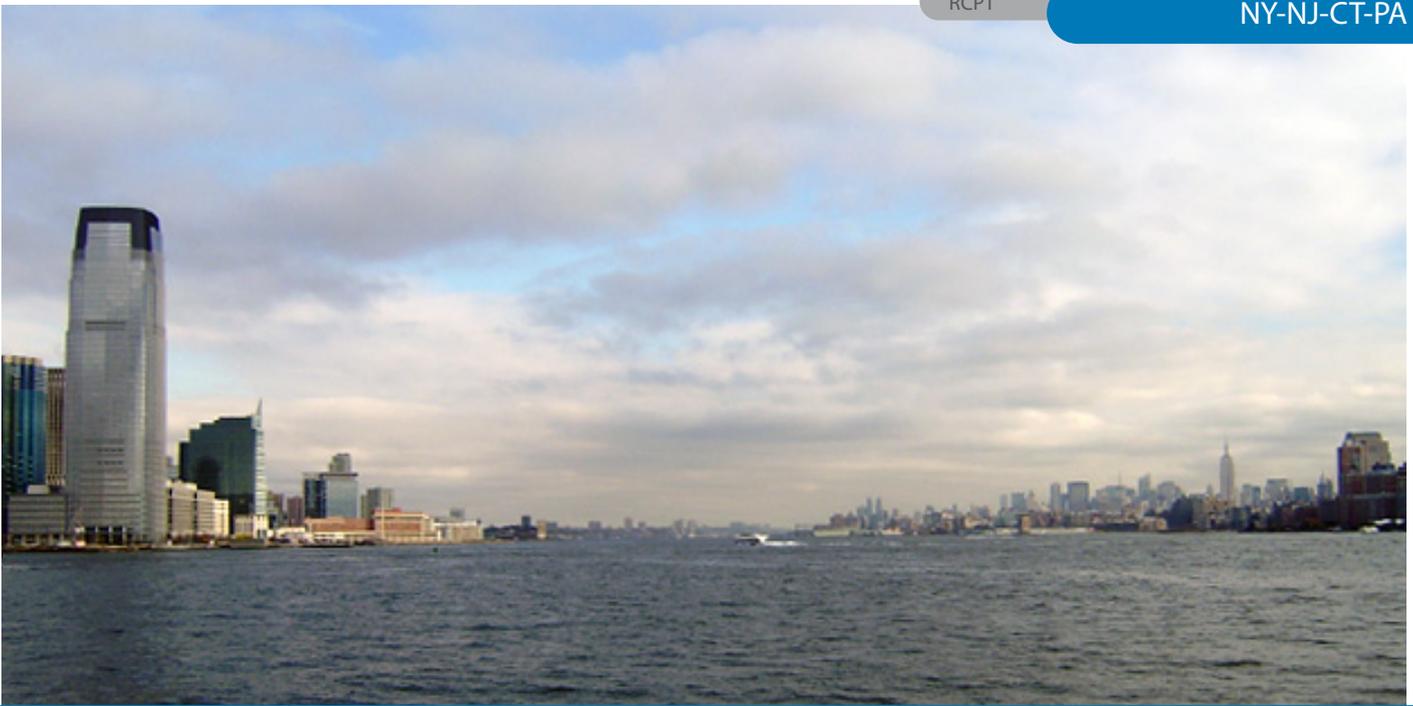
Comprehensive Report  
February 2012

The purpose of this report is to share with you the collective successes of the ten recipients of the Regional Catastrophic Preparedness Grant Program (RCPGP). The ten sites are Bay Area, Boston, Chicago, Hampton Roads, Honolulu, Houston, Los Angeles, the National Capital Region, New York/New Jersey/Connecticut/Pennsylvania, and the Puget Sound region.

Our programs have made significant progress since the grant's initial award in 2008, developing plans, procedures, and systems to better prepare us for catastrophic disasters. In December 2011, representatives from all the sites met in New York City to share our best practices and program benefits with our partners across the country. At the end of this workshop, we collectively agreed to develop this comprehensive report to highlight these successes. In it you will find information about each RCPGP site, their accomplishments, current projects, and future direction.

While we have made great strides in regional collaboration, shared systems, and plans, there is still more work to do. While some DHS/FEMA grant programs focus on the purchase of equipment and supplies for first responders, this is the first grant program to focus solely on the development of plans and procedures to prepare our nations' most vulnerable large urban areas for the worst. Planning is not a fast process with a finite beginning and end, rather it represents part of a cycle that includes training, exercising, and circles back to improving plans again. Engaging the whole community, building partnerships and trust, and achieving critical stakeholder involvement are time intensive. As a result, assessing the true value of planning is often difficult to quantify. This attached report seeks to demonstrate the positive impact of RCPGP by qualifying the level of effort expended, the nature of the critical relationships forged, and the commitment to improve our preparedness against the threat of catastrophic incidents.

The work of all ten sites, individually and collectively, truly captures the spirit of the "integrated national planning frameworks" described in Presidential Policy Directive 8 and the National Preparedness Goal. It is our hope that you will consider the merits of this program in future years, either through reviving this program or sustaining its goals through other existing programs.



# New York & New Jersey SITE ACCOMPLISHMENTS

**C**atastrophes are different. A catastrophe is not a large version of a routine emergency and the response cannot be managed merely with more personnel and equipment. Catastrophes create an enormous demand for effective coordination and communication. This is the job of the emergency manager. The New York / Northern New Jersey RCPGP Site is building NIMS/ICS-based tools and systems that enable emergency managers to manage the information and logistical burdens that catastrophes bring. As a result of the RCPGP, our project site has established new

and strengthened existing working relationships between jurisdictions, resulting in collaboration on numerous planning efforts. As part of our collaboration, the New York / Northern New Jersey Area Site coordinates its grant funds and makes all program decisions together. The Regional Integration Center (RIC) serves as the operational arm for the RCPT and is a vehicle for regional collaboration. Between the RCPT and RIC, the New York / Northern New Jersey RCPGP Site has a planning team with over 700 active participants from across four states, 30 counties, and 16 principal cities.

## ACCOMPLISHMENTS ACROSS PROJECTS

### WHOLE COMMUNITY

The RCPT made it a priority to incorporate FEMA's "Whole Community" approach to planning and those with access and functional needs are a key component.

### CATASTROPHIC HAZARD ANALYSIS

We developed a tool that enables emergency managers to assess impacts of catastrophic events on a regional level. It prioritizes resources and material, gives at a glance situational awareness, and ensures the region is working towards common goals by showing impacts on every jurisdiction and its neighbors.

### CATASTROPHIC INCIDENT EXECUTIVE PLAYBOOK (CAT-X)

We developed a tool to communicate critical issues to decision makers. This provides a mechanism for effective information flow from the field to the boss, has a state-of-the-art and data-driven tool for strategic communication during catastrophic incidents.

### FEDERAL INTEGRATION

We led a series of executive level and federal partner facilitated discussions to focus on the coordination and integration of federal assets following a catastrophic event. Out of these discussions came the Federal Integration Plan (FIP) for all of our plans.

### VIRTUAL REGIONAL OPERATIONS CENTER (VROC)

VROC is a tool linking emergency managers with critical information from the first minutes of an incident. Using the current tools (E-Team, WebEOC, etc.) we will communicate in real-time through a common data exchange standard. The mission is nothing less than instantaneous regional situational awareness that allows for strategic decision making and resource sharing.



"The reality is that every emergency is not a catastrophic incident; catastrophes are different. They exist over large areas, and long time horizons; have cascading impacts with overlapping problem sets, every one of which could involve large and complex operations." **Joseph F. Bruno, Commissioner, NYC OEM**



## COMPLETED

## SHELTERING AND HOUSING

Both plans form Interagency Task Forces (ITF) and provide tool sets with mission statements, member lists, agendas, reporting forms and resources. The Disaster Housing Recovery Plan provides guidance on: Finance, Interim Housing, Construction, Housing Recovery Services, Land Use and Information Management. The Sheltering Plan divides sheltering into four critical functional areas: Shelter Operations, Functional Needs, Children's Needs and Household Pets & Service Animal Needs.

## COMPLETED

## INFRASTRUCTURE PROTECTION

Focuses on improving planning and preparedness in the electricity sector through collaborative integration with private sector owners and operators. Modeling was completed to simulate a catastrophic scenario drawn from actual events. We are now focusing on public safety communications, water and wastewater sectors in an effort to analyze these critical infrastructure components and enable responsible organizations to fix, build and access the necessary resources more expeditiously following a disaster.

*"Catastrophic missions require agencies at all levels of the response working seamlessly regardless of incident cause, size, location, or complexity."*

**Kelly McKinney,**  
Deputy Commissioner,  
NYC OEM

## COMPLETED

## RADIOLOGICAL DISPERSAL DEVICE

Focuses on how regional executives communicate in the aftermath of an RDD detonation and calls for the formation of a Science and Technology Advisory Committee (STAC) to provide regional executives with recommendations and information concerning radiological contamination, public health consequences and environmental effects. The plan also provides local jurisdictions with a template from which they can

build a comprehensive RDD response plan tailored to their jurisdiction's resources and needs.

## COMPLETED

## EVACUATION COORDINATION

Designed to improve the difficult decision making process of evacuation by creating a timeline and framework for regional coordination during both forewarned and no-notice scenarios.

## IN PROGRESS

## IMPROVISED NUCLEAR DEVICE

The IND Plan provides tools for multiple states, multiple FEMA regions, the federal government, and the private sector to unite quickly in response to a nuclear detonation. As established in National Planning Scenario 1, the response to an IND will be massive and complicated; a successful response will depend on quick coordination and integration vertically between all levels of government and horizontally across all agencies.

The Plan facilitates order to an unprecedented response by describing how players come together to produce a common operating picture and form an organization that breaks down complex problems into manageable pieces. This sets the framework for the long-term recovery for impacted individuals, families and businesses



## IN PROGRESS

## PRIVATE SECTOR INTEGRATION

Bridges the gap between the private sector and the government. One part of the plan is a Regional Business Coordination Center (RBCC). The RBCC may be located within a Joint Field Office as a one-stop shop for businesses to effectively assist and be assisted post-disaster.

Irene Sky | August 2011

Within the project is also an Affiliated Volunteer Plan that will help coordinate affiliated volunteers across jurisdictions.

*"The Regional Catastrophic Planning Team's work will significantly benefit the response and recovery following a natural or intentional disaster."* **Adam R. Hutter, Director, National Urban Security Technology Laboratory, U.S. Department of Homeland Security**

## IN PROGRESS

## LOGISTICS

Defines a Universal Logistics Standard (ULS), which is a combination of core strategies required for an effective emergency logistics response, core components used to execute the strategies and annexes and tools that support implementation. The result is a robust capability to get the right resources in place at the right time.

The Program's Capstone Document presents the Universal Logistics Standard. All documents from the Program will be published by April 2012. Over 20 publications that include Field Operations Guides, EOC Plans, a strategic CONOPS, and assessment papers on critical logistics topics and intermodal transportation will be developed. These are designed for a variety of user audiences, with the intention of promoting the use of the ULS. The Capstone joins the Air, Rail and Waterways documents as a few of the completed deliverables. The Program is also developing a comprehensive training program to support all-levels of implementation of this standardized logistics system.

Visit [www.EmergencyLogistics.com](http://www.EmergencyLogistics.com)

## OPERATIONALIZATION

As Hurricane Irene churned in the Atlantic Ocean, many emergency operations centers in the NY-NJ-CT-PA Site and their associated coastal storm plans had already been activated. All forecasts showed the storm tracking directly through the center of our region. It was not a question of whether we would be hit, but how hard. A crucial question remained: could emergency management operations get big enough fast enough? Recognizing the wealth of knowledge at the Regional Integration Center, the RCPT called on the team for support.

This presented an opportunity to see plans in action, and to test the Interagency Task Forces as a mechanism for coordination and problem solving. By August 25th, the entire RIC staff was integrated into NYC OEM's EOC 24-hour rotation to work on the following operations: sheltering, evacuation, transportation, debris management, critical infrastructure, logistics and health and medical. Staff also assisted NJ OEM with shelter operations.

*"Our challenge is to always look for the better way, including how we may better respond to disasters."* **Lynn Canton, Regional Administrator, FEMA Region II**



COMMUNITY ENGAGEMENT GUIDE  
**PARTICIPATORY URBAN PLANNING**

Addresses urban challenges by describing how to engage community-based organizations in recovery operations immediately after an incident. It will contain an Interagency Task Force document, case studies from cities throughout the region, a regional umbrella planning group, and a communications toolkit.



OPEN SOURCE SOFTWARE  
**SAHANA**

The NYC Sahana Emergency Management System is a free web-based computer program used for tracking shelterees and allowing jurisdictions to create staffing assignments using pre-identified staff and facilities. Through the new Sahana Whole Product Solution, it will be shared with the entire RCPGP Site and beyond for no cost. This will take the necessary software to install the program and package it with comprehensive, user-friendly documentation and training describing how to install, manage and use for shelter events.

MASS FATALITY APPLICATION  
**UNIFIED VICTIM IDENTIFICATION SYSTEM (UVIS)**

In the past year, additional jurisdictions have acquired the UVIS users license. NYC and New Jersey have worked to develop compatible systems that support information sharing and have incorporated UVIS training into several exercises (i.e. Red-zone, Annual Regional Exercise).

DATABASE MODELING TOOL  
**WATERWAYS TRANSIT TOOL**

This tool was developed to assist emergency managers in better understanding the passenger

capacity of water-based transportation in the region during an emergency. It allows users to view data on vessels and landings, selecting passenger origin and destination points, and calculating passenger throughput.

RESILIENCY TOOLKIT  
**CONTINUITY OF OPERATIONS (COOP)**

Provides assistance to the regional continuity of operations (COOP) and communications planning process and communities for improving regional catastrophic preparedness for an all-hazards response. It is scalable, from a single-site event within one jurisdiction to a large-scale regional emergency. It also provides a template to internally develop a plan and a Request for Proposal (RFP) template for an entity to solicit proposals to develop a COOP plan.

*“The RCPT has been making tremendous headway, but without the continued commitment of leadership at all levels of government, the successes will be short-term.”*  
**Charlie McKenna,**  
**Director NJ Office of Homeland Security & Preparedness**

ONLINE TRAINING  
**HAM RADIO**

Government entities often rely on amateur radio operators to re-establish lines of communication that have failed. This condensed online training module can be implemented on several learning management systems to assist first responders in preparing for the FCC Amateur Radio Technician's Class license. It allows the licensee to communicate using amateur radio, working with the amateur radio organizations throughout the country.

workshops + exercises

MAY 2011  
**LOG CON**

The Regional Logistics Program gathered over 225 attendees and speakers from over 100 agencies around the country. This meeting allowed emergency management professionals in local, state, and federal governments and the private and nonprofit sectors to come together to share best practices and work towards achieving a universal approach to disaster logistics planning.

JUNE 2011  
**DISASTER HOUSING TABLETOP**

The Fault Line Post-Disaster Housing TTX focused on a catastrophic earthquake in northern New Jersey. The exercise provided emergency management and housing agencies throughout FEMA Region II the opportunity to examine some of the challenges with conducting a housing mission following this type of catastrophic disaster.

JUNE 2011  
**MASS FATALITY EXERCISE**

Held in Jersey City, NJ, the purpose of this exercise allowed participants to be trained on disaster morgue standard operating procedures and disaster victim identification. Leaders from local, state, regional and federal agencies participated in a planning cell to discuss the complexities of decision making for mass fatality management.

JUNE 2011  
**DISASTER HOUSING SUMMIT**

The 2nd annual summit brought together over 100 professionals from throughout the country to address two important topics: post-disaster funding and land use planning. After panel discussions in the morning and afternoon, attendees collaborated on revisions to the Finance and Land Use sections of the plan.

DECEMBER 2011  
**RCPGP NATIONAL PLANNING WORKSHOP**

This first annual workshop brought together planners for all nine national RCPGP Sites to participate in a series of experiential working sessions over two days in NYC. Best practices, lessons learned and the latest in regional planning were shared amongst the participants.



Aerial | Hudson River



# Chicago SITE ACCOMPLISHMENTS

The Illinois-Indiana-Wisconsin Combined Statistical Area (CSA) encompasses 16 counties in this three state region and the City of Chicago.

The IL-IN-WI CSA Regional Catastrophic Preparedness Grant Program (RCPGP) is governed by the Regional Catastrophic Planning Team (RCPT). The RCPT consists of co-chairpersons and ten subcommittees, that are also chaired by co-chairpersons.

Administratively, the RCPT employs one full time employee with a title of Project Manager. The Project Manager is the conduit between the RCPT and the various consultants and vendors working on the following projects.

**FY08**

**CAPABILITIES ASSESSMENT REPORT**

This report focused on a detailed analysis of regional capabilities, including identification of short-falls, inconsistencies, and overlaps in existing plans and resource management.

**CATASTROPHIC INCIDENT COORDINATION PLAN**

The intent of the Regional Catastrophic Incident Coordination Plan (RCICP) is to enhance and improve the region's catastrophic preparedness and response capability by providing an effective means to rapidly locate and acquire critical resources across the region that are required by CSA jurisdictions to respond to a catastrophic incident.

**TRANSPORTATION SIMULATION TOOL**

The Regional Transportation Simulation Tool for Evacuation Planning (RTSTEP) is a sophisticated computer transportation simulation that creates a virtual representation of the entire CSA region. This tool helps emergency planners with forecasting to help mitigate congestion and develop emergency evacuation plans.

**HUB RECEPTION CENTER PLANNING GUIDE**

The Regional Hub Reception Center (RHRC) Planning Guide provides assistance to jurisdictions within the CSA in the development of operational plans, procedures, job aids and related documents for the staffing and operation of a Regional Hub Reception Center.

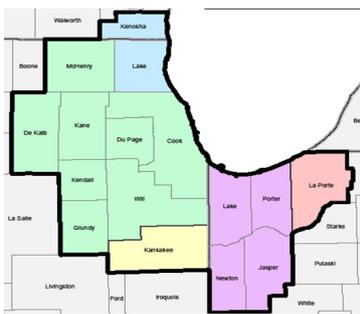
**PRIVATE SECTOR INTEGRATION PLAN**

The Private Sector Integration Plan (PSIP) will comprehensively integrate the private sector with the emergency management community within the CSA in conjunction with local, state and federal established practices and procedures.

**FY09**

**ALL-HAZARDS RISK ASSESSMENT PLAN**

The Regional All Hazards Risk Assessment Plan has the goal of conducting an all-hazards risk identification assessment for the CSA and develop a regional capability to analyze risks in a manner that provides policy makers with objective data that can be used to inform cost-efficient investment strategies that comprise risk management plans.



**FY10**

The Scopes of Work for all of the 2010 Fiscal Year Projects are still in the developmental stages. However, the goal of the 2010 Fiscal Year funding is to bring together the projects of the previous years through the development of a Training and Evaluation program that will measure plan and project effectiveness along with identify gaps that will provide opportunities for improvement.

**LOGISTICS & RESOURCE MANAGEMENT PLAN**

The goals of this project include planning for the pre-positioning of available assets, development of a regional database for resource management, and assessing regional resource gaps.

**CITIZEN PREPAREDNESS PLAN**

The Regional Citizen Preparedness Campaign objectives are to increase awareness, knowledge, preparedness and response of emergencies within the CSA along with drive ACTION within the CSA communities. Further the campaign is designed to generate excitement while establishing a new campaign model of frontline outreach and engagement.

The 2010 funding will also concentrate on educating the CSA, both public and private on the products produced through RCPGP funding. Finally, the Comprehensive Strategic Plan will be a source document that will provide sustainment of the RCPGP program into the future, to include after funding availability.

- FY10 PLANS**
- COMPREHENSIVE STRATEGIC PLAN**
- REGIONAL TRAINING PLAN**
- REGIONAL EVALUATION PLAN**
- CITIZEN PREPAREDNESS PLAN**

# Puget Sound SITE ACCOMPLISHMENTS

For the past three years, a team consisting of representatives from eight counties in the Puget Sound Region of Washington State (Island, King, Kitsap, Mason, Pierce, Skagit, Snohomish and Thurston counties) and their associated cities, as well as state, federal and tribal partners has worked in partnership to establish regional disaster response and recovery plans.

One significant byproduct of the planning was the establishment of ongoing relationships between individuals and organizations. Members of the Regional Catastrophic

Planning Team (RCPT) understand the challenges facing their neighbors and are familiar with each others' programs and resources. Many of these programs are highlighted in the RCPGP's Best Practices and Lessons Learned Report, including Kitsap County's Damage Assessment Program, Pierce County's Disaster Survivors' Advocacy Team, and the Northwest Tribal Emergency Management Council. When a disaster hits, RCPT partner agencies will rely on relationships cultivated during this planning process as they turn to each other for assistance.

"I see a greater likelihood that planning and preparedness efforts will be sustained because of relationships/bonds formed through the RCPGP."

**Mark Watkinson,**  
Skagit County Emergency Management Director



## RESOURCE MANAGEMENT & LOGISTICS ANNEX

The Puget Sound Regional Resource Management and Logistics Plan presents a strategy that encourages resource sharing and optimizes resource acquisition, allocation and deployment through increased communication, collaboration and standardization. The recommendations are based on a gap analysis completed at the beginning of the project and subsequent research on best practices to fill those gaps. The Annex includes:

- Guidance for establishing and managing local staging areas and commodity distribution points, including site selection criteria, site layout recommendations and equipment needs, and how to organize and operate a collocated local/state staging area.
- A self-assessment tool that allows local jurisdictions to evaluate their resource management and logistics programs against national standards.
- Two time-phased logistics deployment models; one for a no-notice event and the other for threats with advanced notice
- Long-term (three to five years) and short-term (one to two years) best practices and strategies that address the resource and logistics challenges in the Region.

"The Regional Catastrophic planning process has afforded us the opportunity to identify needed mechanisms and tackle tough issues in the comfort of conference rooms instead of knee deep in rubble or flood waters." **Barb Graff, City of Seattle Emergency Management Director**

## LONG-TERM CARE MUTUAL AID PLAN

This planning process enhances medical preparedness and response capabilities for evacuation and patient movement through the development of a Long-Term Care Mutual Aid Plan for long term care facilities. It addresses a critical planning gap related to the evacuation of medically fragile residents cared for in these facilities. The plan, which serves as the foundation for a widely adopted mutual aid agreement, outlines the following information and processes:

- Alert and notification process
- Resources available in the Region
- Types of beds available by facility
- Steps that each facility should follow in an event that requires an evacuation, including patient tracking protocols.

The plan also identified over 700 transportation assets that reside at various long-term care facilities that can be made available to transport patients during an evacuation incident or event. All signatories to the plan agree to maintain the appropriate amount of supplies, equipment, staffing and other resources required to support 110% of their licensed bed capacity.

### ANNEX

## PRE-HOSPITAL EMERGENCY TRIAGE & TREATMENT

The Pre-Hospital Emergency Triage and Treatment Annex provides an all-hazards framework for planning and response coordination among Emergency Medical Services (EMS) providers and other entities that share the responsibility for the management and provision of the pre-hospital response to a catastrophic incident, regardless of its cause.

The Annex provides a coordinated approach to develop a common operating picture of the pre-hospital response, establish response priorities and develop recommendations to address strategic or policy-level issues. This Annex does this by establishing an EMS Coordination Group to:

- Provide policy level leadership and strategic coordination for the pre-hospital response

- Share information across jurisdictions to develop situational awareness of the regional pre-hospital response

- Develop recommendations for incident response priorities at a regional level when the pre-hospital system is severely strained or overwhelmed

- Support a coordinated strategy for the distribution of patients to area hospitals based on patient need and a concurrent assessment of hospital capabilities during incident response

- Develop consensus recommendations on strategic or policy-level issues, such as the allocation or reallocation of resources, the establishment of Field Treatment Sites or the implementation of state protocols establishing the standard for field performance in a catastrophe.

### ANNEX

## STRUCTURAL COLLAPSE RESCUE

The Regional Structural Collapse Rescue Annex is a comprehensive plan to facilitate an effective response to structural collapse incidents. The project team involved an extensive group of regional stakeholders including state and local first responders in fire and law enforcement, emergency managers, emergency medical services personnel, public works staff, and private sector firms with construction and demolition equipment and experience. The Annex provides procedures for regional coordination, decision-making and resource sharing among Puget Sound area emergency response agencies and other partners with structural collapse rescue capability. The Annex provides:

- Recommended Structural Collapse Rescue Typing
- Recommended Rescue Equipment standards and Typing
- Recommended Structural Evaluation, Search and Victim marking Systems
- Recommended Initial Actions Checklist
- Recommended Information Management Tools
- A recommended model Memorandum of Understanding for use with the Associated General Contractors of Washington.

The draft MOU creates a general framework which provides the following that:

1. Standardized training for improved coordination between fire service agencies and the construction industry and skilled trades requested to respond to such disasters.

2. The establishment of standard equipment and material inventories that may be useful in responding to disasters.

3. The creation of a general framework for providing mutual aid between the agencies executing the agreement which may be called upon to respond to a disaster.

### ANNEX

## EVACUATION & SHELTERING

This Annex was developed to provide a framework for the coordination of local, county, regional and state efforts in the event of a catastrophic incident such as a major earthquake, flood or biological weapon attack. The concept of coordination calls for formation of an Evacuation and Sheltering Regional Coordinating Group that could address the following issues:

- Evacuation routes that pass through multiple jurisdictions
- Sheltering opening sequence, locations and capacity
- Common logistical concerns
- Public information priorities related to evacuation and sheltering
- Demobilization of shelters and potential consolidation of host facilities.

The Annex also identifies support needs of access and functional needs populations, identifies mass notification systems in the Puget Sound Region and provides an overview of regional transportation resources and contacts that could be called upon to assist in evacuations.

### ANNEX

## TRANSPORTATION RECOVERY

The Puget Sound Transportation Recovery Annex supplements the Puget Sound Regional Catastrophic Coordination Plan. The Transportation Recovery Annex provides information and recommended guidelines for regional coordination, collaboration, decision-making, and priority setting among Puget Sound area emergency response and transportation agencies

and other partners across the disaster recovery spectrum. The Annex includes

- General guidelines on regional multi-jurisdictional coordination and priority setting for the recovery of transportation networks.
- Toolboxes for traffic mitigation, waterway alternatives and bridge and roadway reconstruction.
- Traffic mitigation strategies for 50 major road disruption scenarios identified by stakeholders in each of the eight Puget Sound counties.

- Information, strategies and guidance for local jurisdictions to develop their respective local implementation plans to address local issues, connect local transportation recovery measures with the restoration of the regional transportation network, and link with other local jurisdictions, state and federal transportation agencies and traffic management systems.

### ANNEX

## VOLUNTEER & DONATIONS MANAGEMENT TOOLKIT

The Regional Volunteer and Donations Management Toolkit provides assistance to participating agencies to help manage the coordination of high numbers of spontaneous volunteers and donations that will arrive in the aftermath of a catastrophic disaster. This Toolkit supports regional coordination by providing local jurisdictions with a template for spontaneous volunteer management and another for volunteer reception center standard operating procedures. These templates have been adopted by Washington State's Emergency Management Division for use statewide. The Toolkit also outlines roles and responsibilities for a recommended committee that would oversee and support local volunteer and donations management activities. In addition, this Toolkit describes how vendor products can be used to manage and coordinate donated materials and cash.



# Houston SITE ACCOMPLISHMENTS

**B**efore we began developing plans and procedures, our site focused first on developing a comprehensive planning baseline to help us determine our greatest priorities. This approach identified some areas we knew were gaps, but we found new areas to focus our energies, including gaps in existing plans and creating stronger ties to state and federal plans. The Houston RCPT and support team developed the following reports and tools to establish our planning baseline:

Capability Assessment: Database development and reports for the region and individual jurisdictions

Regional Planning Gaps: A synthesis report of capability assessment data

Risk Analysis Report using Digital Sandbox

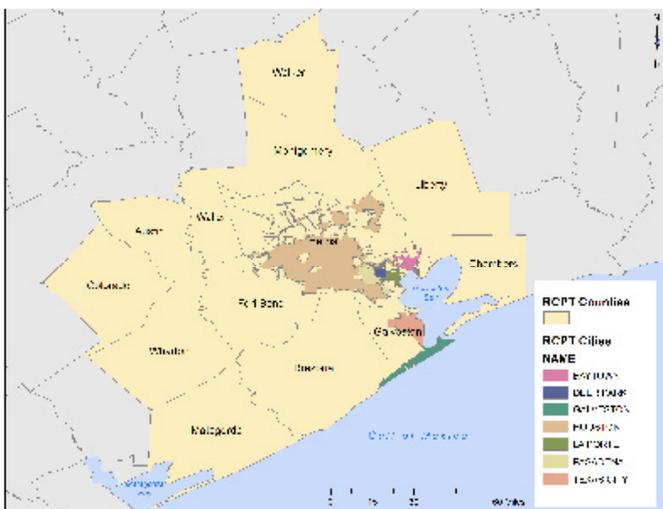
Technology Inventory: A look at the technologies that support regional catastrophic planning

Greater Houston Area Non-Profit Involvement Disaster preparation, response and recovery

Using Real-World Events to Inform Capability-Based Planning: A reconstruction of Hurricane Ike & the Oklahoma City bombing

Using Modeling & Analysis to Inform Scenario-Based Planning: Impact of a Category 5 hurricane & a multiple IED attack on the Houston-Galveston region

*"The program has provided an excellent opportunity to expand regional planning. Regional capabilities have been assessed, gaps were identified, plans have been developed, and more is yet to be done. The plans and the other products are valuable, but the most important aspect of the program has been the process -- the opportunity to engage a broad range of stakeholders in addressing coordination issues."* **Dennis Storemski, City of Houston Director of Public Safety and Homeland Security and RCPT Chair**



## MODELING AND ANALYSIS

The Houston RCPT developed capability models to assist our region with identifying and prioritizing resources needed to respond to catastrophic scenarios. Capabilities analyzed include:

- Explosive Device & Response Operations
- Multi-Agency Coordination/EOC Management
- Emergency Triage and Pre-Hospital Treatment
- Search and Rescue
- Counter-Terror Investigation & Law Enforcement
- WMD & Hazardous Materials Response & Decontamination
- CBRNE Detection
- Emergency Public Safety & Security Response
- Volunteer Management & Donations

Each report describes the model used to generate requirements based on one or both of the scenarios. The report then compares these requirements to current capability levels, generating a clear picture of regional gaps. These reports help the region determine where future emergency preparedness investments may be directed, identify where more MOAs/MOUs may be needed, and anticipate the need for state and federal assets in light of a catastrophic event.



## TRAINING & EXERCISES

Over the past several years, we have spent a significant amount of time developing plans, systems, policies, and procedures to prepare ourselves for a catastrophic incident. Our next step, using FY 2010 and 2011 funds, is to begin developing and implementing training and exercises to test those plans. Our site is developing training for our various plans and procedures, and working to increase awareness among both the responder community and the public, as appropriate. We are also working to identify available resources in our states, FEMA Regions, and the National Exercise Program and beginning to identify opportunities to collaborate on training and exercises with other RCPGP sites.

## TECHNICAL ASSISTANCE

Under the RCPGP, DHS/FEMA has provided Technical Assistance to the Houston site, providing us with tools and processes to support planning enhancements for several key topics, including:

- Continuity of Operations (COOP) for jurisdictions and non-profit organizations:
- EOC Management
- Disaster Recovery
- Mutual Aid Agreements
- Mass Casualty/Mass Fatality Planning

Additionally, we have benefited from deliveries in other sites, including volunteer management and volunteer reception center planning that was completed at the Puget Sound site. Our site was able to observe the Puget Sound workshop and adapt the materials for use in the Houston Region. Because of this information sharing, we saved federal funds by not having to request our own workshops for the same topic. This is one example of leveraging our nation-wide partnerships that have been built as a result of this program.

### COMPLETED PLANS

## CONOPS FOR IED & HURRICANE SCENARIOS

After the RCPT identified key gaps, over 100 local, regional, state, and federal partners convened for several planning workshops in January and February 2010. In these workshops, response Concepts of Operations (CONOPS) for critical functions were outlined (corresponding scenario in parentheses):

- Coordination of Multiple Incident Sites (IED)
- Search and Rescue (IED, hurricane)
- Regional No-notice Medical Response (IED)
- Activation of a Family Assistance Center (IED, hurricane)

In a parallel effort, our region revised and adopted the Regional Catastrophic Coordination Plan (RCCP), which outlines the response process for the Houston-Galveston Region's Multi-Agency Coordination Center (MACC). We have shared copies of these drafts with other sites and are working to validate these plans before we begin training and exercises in 2012.



### COMPLETED PLANS

## PANDEMIC INFLUENZA PLANNING

The RCPT's priority for FY 2009 is pandemic influenza planning. Under the Regional Catastrophic Preparedness Initiative, our site developed a step-by-step approach to developing unified plans for a pandemic. Our support teams assisted us in developing the following products:

- H1N1 Meta-Analysis of After Action Reports (roll up of jurisdictional AARs to look at common issues)
- Medical Surge and Mass Prophylaxis Plan Reviews
- Medical Surge and Mass Prophylaxis Capability Requirements and Analysis Models
- Regional Pandemic Influenza Scenario Report
- Regional Public Health Coordination Framework
- Regional Guidance for the Establishment of Alternate Care Facilities
- Regional Health and Medical Planning Integration Report
- Texas Medical Center Pandemic Influenza Preparedness and Response Guide
- Regional Epidemiology Coordination Plan

### IN PROGRESS

## COMMUNITY PREPAREDNESS & SUPPORT

[Houston Hide from the Wind](http://HoustonHidefromtheWind.houstonhidefromthewind.org)  
[houstonhidefromthewind.org](http://houstonhidefromthewind.org)

This decision support tool assists residents with determining expected conditions in their zip code for a forecasted tropical storm or hurricane. This website is currently available for the City of Houston. Funds from RCPGP will be used to provide this capability to the 13-county region.

[Mumbai-type attack awareness campaign](#)

The purpose of this project is to develop materials for the private sector and the public to prepare for and respond to an active shooter/Mumbai-type attack

situation. This will include videos and written materials.

### Functional Needs Support Services (FNSS) Seminar

Our site is developing a seminar for emergency managers, disability advocates, and service providers to develop a dialogue on how to meet the needs of all residents in all phases of emergency management.

### Regional Hospital Preparedness Council (RHPC) Symposium

The Houston RCPI sponsored the RHPC Symposium in 2011 and will do so again in 2012. The purpose of the symposium is to enhance partnerships and information sharing across the public health, medical, and emergency management disciplines. Sessions focus on regulatory requirements, plan integration, exercises and training, communications/technologies, and coalition building.

### PLAN IN PROGRESS

## MEDICAL SURGE PLANNING

One of the key outcomes from the FY 2008 Emergency Triage and Pre-Hospital Treatment modeling discussions was the need to develop a coordinated approach to ambulance response for a no-notice incident. RCPI planners have worked to develop concepts for activation, notification, and mobilization. This "AMOPS" plan will support the Houston-Galveston region and will also link to the Catastrophic Medical Operations Center (CMOC) plans and procedures.

### PLAN IN PROGRESS

## MASS FATALITY PLANNING

While several jurisdictions in the Houston-Galveston region have plans for mass fatality response, there was not a unified approach to mass fatality management in the region. The RCPT prioritized planning for mass fatality for two counties and is now focusing on the development of regional CONOPS and Field Operating Guides. The team also developed a comprehensive mass fatality plan template that can be shared with any interested jurisdictions.

### PLAN IN PROGRESS

## ALL-HAZARDS PLANNING SUPPORT

To build on projects developed in FY 2008, the RCPT is working to develop standard operating procedures and job aids to support the Regional Catastrophic Coordination Plan and the Catastrophic Medical Operations Center Plan. We are also revising our Technology Inventory Report, developing a detailed analysis of these emergency management technologies, and identifying where gaps still remain. RCPI planners have also developed plan templates for logistics management and operations for volunteer reception centers. The State of Texas is leading an interoperable data communications project for FEMA Region VI; the planning portion of this project is being supported by the RCPT.



### PLAN IN PROGRESS

## STRATEGIC PLANNING & PROGRAM INTEGRATION

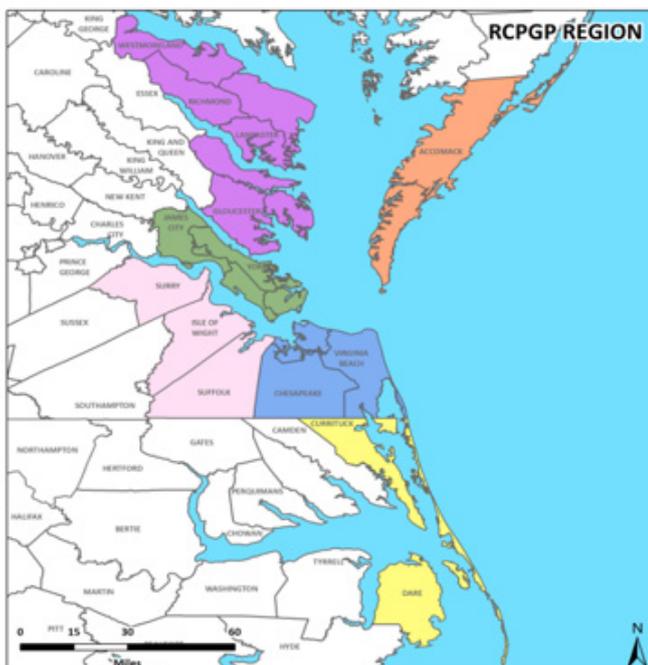
The Houston region is actively working to enhance integration between all DHS/FEMA and HHS grant programs. While this program calls for the development of a strategic plan for the continuation of the planning framework as developed under the RCPI, we believe it is critical to have a similar approach for all grant programs and to collectivize our efforts to ensure that our goals and objectives all align. This is done through cross-pollination of various committees, and building a regional plan inventory matrix to assist in tracking and prioritizing plan development and enhancement, training, exercises, and cases where the plans have been used in real-world response. For example, elements of our Regional Catastrophic Coordination Plan were used in our regional wildfire response in 2011, and we are updating our plans to reflect some of the operational changes needed based on lessons learned.

# Hampton Roads SITE ACCOMPLISHMENTS

The Hampton Roads Regional Catastrophic Planning Team (HRRCPT) is a multi-state, multi-jurisdictional planning effort that brings a “super-regional” planning focus to 24 jurisdictions in Southeast Virginia and Northeast North Carolina. Stretching from the Virginia-Maryland border to Cape Hatteras/Dare County, North Carolina, the planning region enables a coordination of effort that covers coastal Virginia and Northeast North Carolina, and brings together a comprehensive regional focus that has never existed prior to the RCPGP Program.

National Planning Scenarios for the HRRCPT:  
The Hampton Roads Region is home to over 1.8 million people and a major port facility on the East Coast. The Port of Hampton Roads is a primary gateway to the Nation’s “Heartland” and has one of the largest concentration of military facilities and assets in the world. Because of these factors and being a coastal region, the HRRCPT selected the following planning scenarios for regional catastrophic planning:

- Natural Disaster – Major Hurricane
- Biological – Aerosol Anthrax
- Explosive Attacks – Bombings using IED



## PLANS

### COMPLETED

## REGIONAL CATASTROPHIC RESPONSE FRAMEWORK

The Framework contains concepts and practices to guide emergency managers in preparing and responding to a catastrophic event on a regional scale. It is designed to complement existing State and Local Emergency Response Plans and seeks to enhance the coordination of effort among the member jurisdictions, the states and federal government. The Framework will continue to evolve as future plans are developed and adjusted.

### COMPLETED

## MASS CARE & SHELTER PLANNING

A Supply Analysis identified the region’s pre-identified shelter facilities as reported by each member jurisdiction. The Transportation and Evacuation Demand Analysis determined the number of evacuees that would require sheltering. FY2008 funding identified a gap that exists in certain sub-regions between the total number of citizens that could potentially seek shelter during a major catastrophic event and the capacity of the region to adequately house evacuees. Future planning efforts will work to identify additional shelter facilities and close this gap. In addition, plans will be developed to provide for sufficient staffing to properly staff and operate shelters when needed.

### COMPLETED

## MASS EVACUATION & TRANSPORTATION PLANNING

Developed a plan to identify mass evacuation and transportation system capabilities to move large numbers of people out of the Hampton Roads region. Created a State Border Traffic Control plan between Virginia and North Carolina.

### COMPLETED

## REFUGES OF LAST RESORT

Phase II Supply and Demand evacuation analysis, both with and without interstate highway lane reversal, identified a gap in the number of pre-identified Refuges of Last Resort to accommodate stranded evacuees in the region. Future planning efforts will seek to develop a common understanding of definition, purpose and operation of a Refuge of Last Resort and increase the total number of identified facilities across the region.

### COMPLETED

## REGIONAL LOGISTICS STRATEGY

Developed a Regional Logistics Strategy to improve the capacity to stage, move and provide for the efficient and effective distribution of commodities and resources in the region.

FY2008 identified a potential gap in the development and availability of Logistics Staging Areas (LSA) and the need for a regional logistics strategy that will provide for the movement of resources and commodities to staging areas and Points of Distribution (POD). Future planning efforts will focus on the development of a regional logistics strategy to provide effective logistics operations in support of a catastrophic event.

# Honolulu SITE ACCOMPLISHMENTS

## IMMEDIATE & LONG-TERM REGIONAL PROGRAM STRATEGY

An Intermediate and Long-Term Housing Program and Framework within the region will be developed that will provide both intermediate and long-term housing relief for those citizens displaced as the result of a catastrophic event.

## COMPREHENSIVE RCPT TRAINING & EXERCISE PROGRAM

A Training program will be developed that will prepare first responders based upon the regional response framework. The framework will be tested through a series of exercises that will vary in scope and be designed to test and evaluate various components of the plan. Future planning efforts will incorporate lessons learned.

## PUBLIC EDUCATION TRAINING PROGRAM

Creation of training and education programs that will empower citizens to develop and quickly implement personal response plans to minimize loss of life and the preservation of property.

## REGIONAL COLLABORATION STRATEGY

Sustaining regional planning efforts will be critical to insure coordination and collaboration among multiple stakeholder groups. Planning efforts will be focused on regional cooperation, improved communications and expanding the regional network to include critical stakeholder groups such as the Military, quasi and non-governmental groups, the faith-based community groups and private businesses. Particular emphasis will focus on developing potential strategies and recommended programs to foster and sustain a regional catastrophic planning program on a permanent basis.

### FY08

We met our match requirement with the development of an in-kind toolkit, which provides standardized templates and documents to provide support documentations. County-specific Pandemic Influenza Plans and departmental Continuity of Operation Plans at each county have been completed. We are currently working on state departmental Continuity of Operation Plans, Concept of Operations Plans and Mass Fatality Plans.

### FY09

We are still working to gather in-kind matches. Our current projects are Pandemic Public Awareness and Pandemic Logistics. These two projects will also provide a framework for our future projects and in an all-hazards scenario.

### FY10/11

We will be focusing on county-specific hurricane plans, based on the Hawaii Catastrophic Hurricane Operations Plan (OPLAN) and Hawaii All-Hazards Concept Plan (CONPLAN), which was developed in a joint venture between Hawaii State Civil Defense and Federal Emergency Management Agency Region IX. Currently we are still in the contracting process.

There is only one Program Manager that runs the entire program with hired consultants. The Program Manager works closely with the RCPT Chair and SAA (and/or its representative). Due to the limited staffing, the Program Manager also oversees a consultant who is responsible for documenting match. Support from the RCPT Chair and SAA (and/or its representative) are essential for success and moving forward with the planning process. Also, with the help and collaborative effort from other sites, we are able to enhance our plans and learn from others.

#### IMPLEMENTATION

### PLAN SUCCESSES

At this point, the county Pandemic Plans are incorporated within each county's Emergency Operations Plan. Each county will be held responsible to update their own Plans.

#### IMPLEMENTATION

### LEVERAGING SUCCESS

Regarding the in-kind toolkit, we have sent the success story to our SAA representative, who then forwarded it to our FEMA contact. Yet, to date, we have not seen our success story published in any of the RCPG newsletters.

Regarding Plans, we have uploaded reference materials on VJPO. With the newly set up RCPGP initiative, we can put all our reference materials there.

### exercise

According to the FY 2011 RCPG Guidance, we are required to complete one tabletop exercise for one component and one full-scale exercise for the remaining component. According to our SAA representative, we have already completed one tabletop exercise in FY 2009 to validate county Pandemic Plans. We will be having a full-scale exercise to validate our county Hurricane Plans. For the full-scale exercise, we will be working in collaboration with Hawaii State Civil Defense's annual Makani Pahili Exercise. We will be addressing the concerns and issues in Makani Pahili 2012 in preparation for Makani Pahili 2013. We will be integrating this RCPG exercise requirement with the Makani Pahili 2013.

## Bay Area

# SITE ACCOMPLISHMENTS

The current Bay Area UASI region is comprised of twelve counties (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Monterey and San Benito) and the two major cities of Oakland and San Jose. In 2005, prior to the DHS led consolidation, this group initiated regional planning and collaboration efforts by developing the Regional Emergency Coordination Plan (RECP).

In the event of a catastrophic earthquake, the region will need massive, rapid support from the federal government, other local governments in California, other states, and nonprofit and private-sector organizations. The effectiveness of the region's response will affect the long-term recovery of the region's communities and economy. An effective response is possible only if comprehensive planning has taken place. The RCPGP has provided an important all-hazards planning complement to the terrorism preparedness focus provided by the UASI program.

With that goal in mind, an inter-agency, multi-discipline, and multi-jurisdictional group was formed. As a result of this comprehensive, regional planning effort, the Bay Area site elected to develop annexes to the Bay Area's Regional Emergency Coordination Plan (RCP) in six distinct, yet interrelated, planning efforts utilizing the common scenario of a catastrophic earthquake in the Bay Area: Debris Removal, Mass Care and Sheltering, Mass Fatality, Mass Transportation/Evacuation, Volunteer Management and Donations Management.

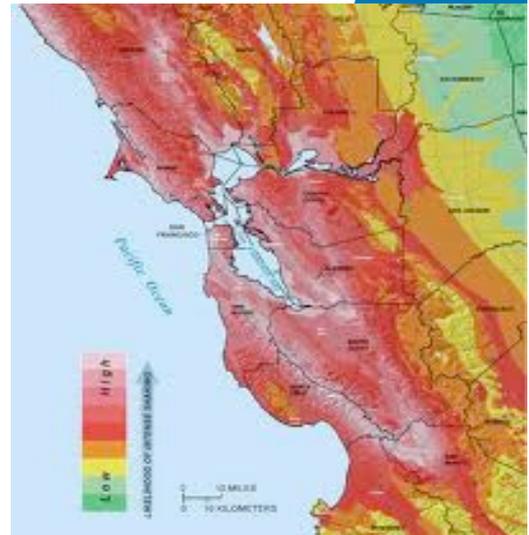


Each planning effort includes a regional plan which identifies the major roles and responsibilities of regional emergency response entities, as well as identifying the critical relationships and lines of communication between local and regional responders and

providers. The regional plans include a Concept of Operations Section, as well as Priorities, Objectives and Tasks from the event through 60 days of response and recovery. The Mass Care and Sheltering Plan adds an additional component on Interim Housing which takes the recovery period out to one year.

In addition to the regional plans, local plans were completed for the twelve counties (see list above) in the Bay Area Site, as well as the core urban cities of Oakland and San Jose. These local plans were designed from a standard template to provide consistency and integration with the regional plans, while being customized to the needs of the individual local jurisdictions.

Although developed for a catastrophic earthquake scenario, these plans provide an all-hazards framework which is designed to be scalable to the size and scope of any disaster. All plans apply the principals and protocols of the Incident Command System (ICS), the Standardized Emergency Management System (SEMS), and the National Incident Management System (NIMS).



## BAY AREA REGION

The Bay Area is vulnerable to natural disasters as it rests upon one of the longest and most active earthquake fault systems in the world, the San Andreas Fault. The U.S. Geological Survey estimates an 80% chance of a magnitude 6.7 or greater quake striking the Bay Area within the next 30 years. An earthquake of this magnitude will result in widespread and catastrophic damage and will immediately overwhelm local, regional, and state emergency response capabilities.

The Bay Area includes over 100 incorporated cities and a combined total population exceeding 7.5 million people. In addition to the 7.5 million residents, the Bay Area attracts 15.7 million visitors annually. The Bay Area is one of the most culturally diverse regions in California. With just over 800,000 residents, San Francisco is the 4th most populous city in California and the most densely populated major city in the state. San Jose is the third largest city in California with Oakland being the eighth largest.

FY08

## DEBRIS REMOVAL/MANAGEMENT

These plans guide the debris removal and management operations needed in the wake of a catastrophic event. Details of staging, command, control and deployment of contracted, state, and federal resources were addressed. This effort is being coordinated with the Los Angeles RCPGP Site to ensure both areas have addressed both individual as well as collective needs for resources.

COMPLETED

## MASS EVACUATION/TRANSPORTATION PLANS

Includes a contract executed for a Water Emergency Transportation Agency (WETA) plan, which was integrated into the regional Mass Transportation/Evacuation Plan. These plans provide a guide to emergency management operations using mass transportation resources to support evacuation of populations affected by a catastrophic event. They provide guidance for using the same resources for moving first responders / providers and disaster service workers into the affected areas. These plans coordinate government, non-governmental agencies, special districts, state and federal resources into transportation and evacuation operations, including movement of relief resources into the affected area.

COMPLETED

## MASS FATALITY PLANS

These plans guide the response objectives and activities of each Operational Area in the Bay Area, working in conjunction with state and federal authorities and resources which will be deployed to the Bay Area in a mass casualty event. These plans address both the coroner and medical examiner functions as well as the effects on the health and hospital systems dealing with mass fatalities.

COMPLETED

## MASS CARE & SHELTERING PLANS

Includes Interim Housing Component

These plans provide a guide for regional operations for the care and sheltering of individuals, including those with access and functional needs, who have been displaced by a catastrophic event. The plans also address the operations associated with providing interim housing (for up to a year) for displaced residents.



COMPLETED

## VOLUNTEER MANAGEMENT PLANS

These plans guide the process for collaboration and coordination during regional events of both spontaneous and affiliated volunteer resources. This effort involves significant collaboration with California Volunteers, the state's lead agency supporting volunteer management at the state and regional level.

COMPLETED

## REGIONAL DONATIONS MANAGEMENT PLANS

These plans guide the management of both financial / monetary donations, as well as all types of in-kind donations of goods and services. The plans provides a coordination structure linking public

and private entities responding and providing donated resources to recovery operations in a catastrophic event.

FY09

## PLAN VALIDATION WORKSHOPS

Workshops for all plans completed with FY 07-08 and FY 09 funding were conducted. These workshops, through facilitated discussions, with interactive, scenario-based problem solving activities were designed to test the plans that have been accomplished. Testing assumptions, policies, protocols and operational responsibilities are only a few of the things that were validated through these workshops. Outcomes from these workshops provided insight into gaps in the initial plans, and provided opportunities to fill those gaps by implementing corrective action. These workshops lead to eventual integration of the plans into functional and full-scale exercises within the region.

FY10

## REGIONAL LOGISTICS & RESTORATION OF LIFELINES PLANS

The goal of this project is to develop a Regional Logistics Plan with an emphasis on the coordination of logistic operations and priorities for distribution of scarce resources between local, state and federal levels in a catastrophic event. A key element of the project is the gathering and analysis of the Bay Area's current logistic capabilities. The plan will be used to develop county and core city plan templates as well as applicable annexes to the Regional Emergency Coordination Plan (RECP) to encompass all phases of logistic planning. One component of the plan will be the restoration of various lifelines in the Bay Area.

IN PROCESS

## REGIONAL TRAINING & EXERCISES PROJECT

The site is in the process of working with their counterparts in the Bay Area UASI Training and Exercise program to provide training classes to test and validate the plans developed in the FY 2007, FY 2008, and FY 2009 grant cycles. The RCPT is currently vetting courses that correspond to the plans developed using a catastrophic earthquake scenario.

IN PROCESS

## REGIONAL PUBLIC OUTREACH PROJECT

This project has several components, including the expansion of a successful Marin County project for fifth graders called Get Ready 5 (GR-5) which provides take home educational materials for students; a City of Oakland pilot project to provide outreach to underserved populations; and, the development of a Joint Information System (JIS) to ensure that consistent messaging is used throughout the region during a disaster.



# Los Angeles SITE ACCOMPLISHMENTS

## PLANS

### REGIONAL COLLABORATION THE ALLIANCE

The Los Angeles Area Regional Alliance brings together a team of emergency managers, first responders and disaster relief organizations to coordinate and facilitate collaboration across the five county region. The Alliance drives the development of several guides and plan templates for emergency planning purposes in the 88 cities that make up Los Angeles County and its neighboring Operational Areas. Alliance members provide technical assistance to local jurisdictions in the design and implementation of the guides and templates.

**MORE INFORMATION:**  
[www.laoaalliance.org](http://www.laoaalliance.org)

**EMAIL:**  
[support@laoaalliance.org](mailto:support@laoaalliance.org)

### ONGOING PROJECT EVACUATION

Concentrates on developing a regional and comprehensive approach to mass evacuations by outlining strategies, procedures, recommendations and organizational structures that can be used in coordinated regional efforts. The Guide offers a single comprehensive all-inclusive regional evacuation mapping system to be used by first responders and emergency planners.

**MORE INFORMATION:**  
[www.catastrophicplanning.org](http://www.catastrophicplanning.org)

### 2009-2011 RECEPTION PROCESSING

Reception Processing is an important component to mass evacuation in identifying and tracking populations that require assistance. This project focuses on helping regional agencies and departments engage in coordinated planning for scalable reception operations. This

Guide, utilized in conjunction with the Mass Evacuation Guide assists regional jurisdictions with emergency planning and resource allocation improving service delivery.

**MISSION AREA:** Response

**CORE CAPABILITY:** Mass Care

2010-2012

### COMMODITY DISTRIBUTION (C-PODs)

C-PODs enhance the capabilities of the Los Angeles Area to provide lifesustaining commodities to affected populations following a significant disaster. Twenty site-specific Commodity Distribution (CD) Plans for independent sites in the region which now use a prescribed CD Plan Template and guidelines. Furthermore, the sites identify and log commodity-based businesses throughout the region using a Business Database Template, and generates maps with that data in ArcGIS. The site strategy is in line with standards set forth by the US Army Corps of Engineers (USACE) as being Type III, II or I serving 5k, 10k, and 20k persons per day respectively.

**MISSION AREA:** Response

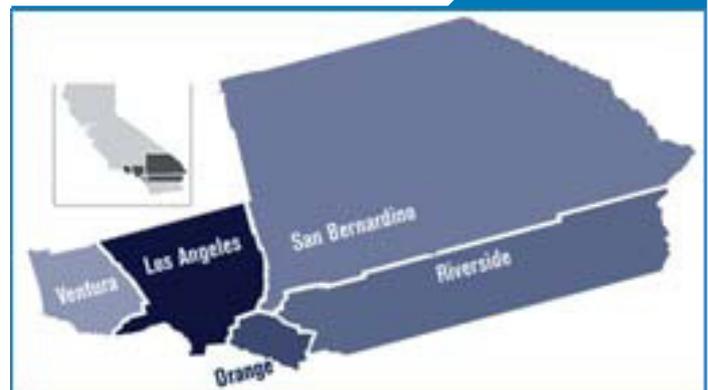
**CORE CAPABILITY:** Public & Private Services and Resources

2010-2012

### DISASTER HOUSING PLAN

The Disaster Housing Planning Project establishes an effective and collaborative Regional Disaster Housing process for the five county region that is home to 18 million residents spread across 33,400 square miles, in order to increase preparedness for, and recovery from, a catastrophic disaster. A software application is being developed to allow inspection teams as part to the Safety Assessment Program (SAP) to handle damage assessments in real-time

## regional recovery



2010-2014

### BUILDING ON THE NATIONAL DISASTER RECOVERY FRAMEWORK

Guides local jurisdictions in recovery planning and recovery support functions, built on regional collaboration and the whole of community.

One of the first efforts based on the new NDRF, the guide and corresponding template will assist jurisdictions in developing recovery plans that are based on mutual aid and long-term strategies.

and will be available nationwide for responders.

**MISSION AREA:** Recovery

**CORE CAPABILITY:** Housing

2010-2012

### NON-TRADITIONAL SHELTERING PLAN

This plan takes the first critical look at Open Space and Mega-Shelter planning in the United States. This plan includes a dormitory annex, a historical review and the lessons learned of past events involving mass shelter operations throughout the country. A plan template is in development for other jurisdictions to utilize when establish site planning priorities, resources for short vs. long-term habitation as well as site safety and security concerns.

**MISSION AREA:** Recovery

**CORE CAPABILITY:** Health & Social Services

## ONLINE RESOURCES

### CATASTROPHIC PLANNING.ORG

For more information on the Los Angeles Area planning efforts please visit the following website.

**MORE INFORMATION:**  
[www.catastrophicplanning.org](http://www.catastrophicplanning.org)

*“Regional collaboration is imperative in today’s homeland security and emergency management environment. The ability to successfully close gaps and establish a whole community approach for our populations, is a testament to the cooperative work taking place within our regions. In addition, these local efforts have been enhanced by the alliance of some of the largest and most complex regions across the nation”*  
**James Featherstone,**  
**City of Los Angeles**  
**Emergency Management Department**

## PLANS

2007-2010

**MASS CARE**

Guides jurisdictions in developing mass care annex, appendices, standard operating procedures and checklists while integrating community information such as demographics, socioeconomics, and vulnerable population needs.



The guide suggests identifying mass care infrastructure capabilities, potential hazards in the community, and available local resources.

**MISSION AREA:** Response

**CORE CAPABILITY:**  
Mass Care Services

2009-2012

**MEDICAL POINTS OF DISPENSING (M-PODs)**

The goal of the Points of Dispensing (PODs) Project was to expand upon each jurisdiction's capability to provide mass prophylaxis in accordance with federal and county standards and guidelines in direct support of Federal Emergency Support Function #8 - Public Health and Medical Services. Each jurisdiction has developed and maintained sitespecific POD plans by conducting facility assessments, writing facility use plans, and creating security and traffic management strategies. A regional POD planning process along with specific jurisdictional plan components has allowed the Greater Los Angeles area to incorporate POD exercises and plan peer review into its long term strategy.

**MISSION AREA:** Response

**CORE CAPABILITY:**  
Public Health & Medical Services

GAP ANALYSIS PRIORITY

**MASS FATALITY MANAGEMENT**

Leveraging new relationships,

the Los Angeles site is now in direct collaboration with the NY/NJ site integrating the Unified Victim Identification System (UVIS) platform from coast to coast and adopting its regional plans.

**MISSION AREA:** Response

**CORE CAPABILITY:**  
Fatality Management Services

2010

**PATH OF DANGER EXERCISE & WORKSHOP**

Participants had an opportunity to evaluate current mass evacuation planning, concepts, protocol, and capabilities following a terrorist attack or unpredicted natural disaster. Focused on key local emergency planner and first responder coordination, critical decision making, to save lives and protect the public. Emphasis was on Communication, Evacuation and Transportation.

2009

**PATH OF FURY TABLETOP & WORKSHOP**

Designed to focus on local government and emergency responder agencies addressing the areas of command and control, resource coordination, critical decision-making, alerts, notifications, and public information. Participants examined these issues as jurisdictions requiring evacuation and from those jurisdictions receiving and managing the evacuated displaced population.

2010-2012

**VJPO/LYNC TRAINING**

The Alliance utilizes the Virtual Joint Planning Office (VJPO) to coordinate and communicate with jurisdictions across the Los Angeles Region. Currently, VJPO is leveraged to collect comments and suggestions from team members across five counties on the Recovery Support Functions.

**MORE INFORMATION:** <https://vlevittown.vjpo.org>

JULY 2011

**AUSTRALIA, NEW ZEALAND ICAD MISSION**

ICAD teams explored mitigation,

**icad missions**

ICAD TEAM MEMBERS IN AUSTRALIA

**INFORMATION, COLLECTION, ANALYSIS & DISSEMINATION TEAMS**

The Alliance Information, Collection, Analysis and Dissemination (ICAD) teams explored mitigation, response and recovery efforts in domestic disasters in New York City, Miami, Houston and Seattle.

The teams study local, state, regional, and national responses and recovery from catastrophic events looking for best practices and valuable lessons learned so they can be incorporated into homeland planning efforts. developing recovery plans that are based on mutual aid and long term strategies.

response and recovery efforts in international disasters in Chile, Australia, New Zealand and Japan. The teams explored the challenges and lessons learned returning with a wealth of information applicable to the Los Angeles Regional guides and plan templates for evacuation, mass care, and recovery.

**MORE INFORMATION:** <https://vlevittown.vjpo.org/sites/vjpo/icadmissions>

OCTOBER 2010

**CHILE ICAD**

After the devastating earthquake in Chile our team visited affected areas and subsequently released an extensive after action report (AAR) that provides regional best practices and lessons learned incorporated into our planning initiatives.

DECEMBER 2011

**JAPAN ICAD**

Japan has often been recognized as the most earthquake prepared country in the world. Yet, as the world witnessed on March 11, 2011, even the most prepared countries are not immune to the devastating effects of a 9.0 earthquake and certainly not a meta-event. While each

trip that the Alliance has taken has resulted in a collection of valuable information and lessons learned, the opportunity to travel to Japan differed in two very significant ways. First, the team was able to learn from a similarly developed and technologically advanced country about how we can prepare for the impending earthquake in the Los Angeles Area. Secondly, and perhaps most importantly, it provided the opportunity to learn lessons specific to a meta-event, involving numerous catastrophic events taking place nearly simultaneously.

MOVING FORWARD...

**CATASTROPHIC PREPAREDNESS SOCIAL MEDIA STRATEGY**

All ten RCPGP sites are collaborating on a national level and are providing extensive coverage of their planning efforts, resulting plans, guidance, templates, and tools that can be adopted by any jurisdiction in the country to better improve their emergency management and homeland security practices.

**MORE INFORMATION:**  
[www.catastrophicpreparedness.org](http://www.catastrophicpreparedness.org)

# National Capital Region SITE ACCOMPLISHMENTS

A catastrophe is an incident that permanently interrupts or alters the continuity of the status quo in terms of impacts upon human physical and mental health, culture, language, economy and the environment, creating irrecoverable losses and a diminished faith and hope in traditional support systems, ultimately resulting in the creation of a new normal.

## PLANS

### COMPLETED

#### BEHAVIOR ANALYSIS

Conducted a behavioral analysis study that allowed the region to determine preparedness levels (40%) and predict behavior of citizens in a catastrophic event to include the protective actions of shelter in place (70%) and/or evacuation.

### COMPLETED

#### PUBLIC PREPAREDNESS

Creation of templates for regional-based catastrophic event and protective action messaging that focuses on the difference in messaging for evacuating and host states. Examined use of volunteer organizations for delivery of messaging including recommendations for preparation.

### IN PROCESS

#### TRANSPORTATION

Enhances collaboration between transportation, GIS and emergency management resources across the region. Develops a standard transportation evacuation template for the region to use. Identifies current gaps in evacuation plans and develop plans to close some of the identified gaps. Developed a regional evacuation route map.

### IN PROCESS

#### SUPPLY CHAIN/ MASS-CARE

Develop systems and methods to support survivors of a catastrophic event, both evacuees and those sheltering in place, with access to water, food, shelter, clothing, and essential medical care in the aftermath of a catastrophic event with special

emphasis on interim housing and supply chain resilience.

### COMPLETED

#### BEHAVIORAL MENTAL HEALTH

Region – wide development of an operational behavioral mental health response and training plan.

### COMPLETED

#### RESOURCE MANAGEMENT: PARTNERS

Developed critical core partnerships for regional resource management and assess how they work together. Analyzed resource management capabilities, identified resource gaps that agencies note as mission-critical, and developed solutions to fill those gaps through the creation of partnerships with the private sector and NGOs in each state.

### COMPLETED

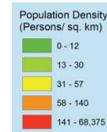
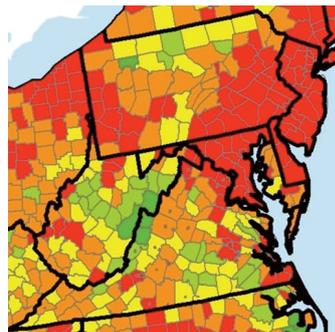
#### RESOURCE MANAGEMENT: RESOURCES

Assessed resource management systems to establish interoperability and interfacing requirements and determine steps to create a regional network. Developed recommendations for standardizing resource definitions for the region and map some of the resources. Built robust partnership activity to include federal participation.

### IN PROCESS

#### MODELING & SIMULATION

Creation of a prototype of a regional planning tool to allow decision makers to plan and run simulations in preparation for a large-scale catastrophic event, enabling decision makers to



public safety network to meet the needs of response organizations to assist the public in a catastrophe.

### IN PROCESS

#### SHELTER IN PLACE TRAINING

Educate and train the public and private sector on effective shelter-in-place preparation, including public preparedness and messaging, as well as the formulation of a shelter in place training plan for the region.

**“The best plan is flexible enough so that it adapts to whatever the situation is.”**  
**Washington Business Journal 9/9/11**

better understand what's coming towards their state, what does their state have on hand to respond, and what are consequences of their state's decisions.

### IN PROCESS

#### DISASTER COMMUNICATIONS PLANNING

Implementation of a regional governance structure, engineering plan and procurement vehicle for a mobile broadband

## KEY ACCOMPLISHMENTS

### WHOLE OF COMMUNITY

Increased awareness region-wide of the importance of a Whole of Community Approach to shelter in place and development of a successful grass roots approach to training.

### COORDINATED PLANS

Region developed and populated a template for the six state region's transportation evacuation system detailing resource requirements, welcome centers, staging areas, traffic control points etc. per scenario.

### PRIVATE SECTOR INTEGRATION

Focus on private sector integration has had key outcomes including:

- Successful pilot project with nation's largest real estate services company, to explore how vacant multi-unit housing could be used as a method for providing replacement housing to displaced people.
- Development of a public-private partnership to focus on reducing the supply chain knowledge-gap to facilitate the ability to quickly apply strategic capacity to restore local capability.
- Development of MOU's and statements of interest with private sector partners to fill identified resource gaps.

# New England SITE ACCOMPLISHMENTS

The Regional Catastrophic Preparedness Grant Program (RCPGP) is a FEMA sponsored grant program to provide funding to ten sites nationwide to support planning for catastrophic events. The New England Regional Catastrophic Preparedness Initiative (NERCPI) encompasses the Commonwealth of Massachusetts, and the states of New Hampshire and Rhode Island.

A “catastrophic event” is a natural or manmade incident that results in extraordinary levels of mass casualties, damage and disruption which severely affects population, infrastructure, environment, economy, and national morale. Our program seeks to create coordinated response capability between our local and state agencies to deal with the sustained impacts over a period of time when their own individual agency resources are taxed.

## NERCPI Funding

FY2008: \$3.1M	FY2009: \$1.42M
FY2010: \$3.57M	FY2011: \$1.28M

## Regional Working Groups

- External Affairs
- Mass Care
- Resource Management & Logistics
- Long-Term Recovery
- Transportation

## FY 08 PLANS

### COMPLETED REGIONAL CATASTROPHIC COORDINATION PLAN

Establishes framework for three states and local jurisdictions within NERCPI to collaborate in preparation of, in response to, and in recovery from a catastrophic incident. The RCCP serves as the foundation for all additional NERCPI planning efforts, many of which will be incorporated as annexes to the base plan. The RCCP does not take the place of or supersede any existing agreements, structures, or authorities, but rather streamlines these processes when seamless multi-jurisdictional response is most critical.

The RCCP is accompanied by Regional Coordination Protocols,

broken out by functional area, which identify how each functional area (i.e. Transportation, Communications, Public Works & Engineering, etc.) will coordinate throughout the preparedness cycle.

### COMPLETED REGIONAL IMPROVISED EXPLOSIVE DEVICE PLAN

Creates coordinated response protocols for local and state agencies to respond to catastrophic IED incident. The Regional IED Response Annex memorializes the structure for explosive ordinance teams within NERCPI agencies to collaborate in a regional multiple-IED scenario that immediately taxes all normal, locally available resources.

### COMPLETED

## REGIONAL CYBER DISRUPTION RESPONSE PLANNING

As reliance on cyber infrastructure increases in all aspects of society, cyber disruptions will evolve from mere inconveniences into major incidents with significant public safety ramifications.

The Cyber Disruption Response Annex (CDRA) outlines how cyber responders will support ICS structure in each jurisdiction, how critical cyber incident information will be shared across agencies, and how information technology organizations can support both the public safety community and one another. CDRA development included critical cyber asset identification, regional cyber capability assessment, and cyber asset risk assessments.

NERCPI created Cyber Disruption Teams (CDT) in MA, RI, and NH, and the City of Boston. CDTs comprise experts from IT, emergency management, public safety and service providers who can advise an incident commander about restoring or maintaining critical infrastructure under ESF-2. CDTs coordinate resources and information on regional level during catastrophic events, but are scalable to respond to incidents at local level.

“The Regional Catastrophic Preparedness Grant has facilitated critical planning initiatives across three states and has fostered regional catastrophic planning that had not been taking place. Grant resources have expanded our planning resources and enhanced cross-border relationships and initiatives, and is providing a framework for developing new regional all-hazards response and recovery capabilities.”

**Kurt N. Schwartz,**  
Director Massachusetts  
Emergency Management  
Agency, NERCPI Chair



FUTURE PROJECT

## DISASTER HOUSING PLAN

NERCPI will create a Disaster Housing Task force to create a coordination plan for dealing with long-term housing shortage from a catastrophic event.

FUTURE PROJECT

## COMMODITIES DISTRIBUTION & PREPOSITIONING PLAN

Commodities Distribution planning will identify the critical life-sustaining supplies needed to support catastrophic event response, address gaps in current supply capacity, and determine optimal locations for such supplies to be staged.

FUTURE PROJECT

## MULTI-YEAR TRAINING & EXERCISES PLAN

The Regional MYTEP will establish long-term implementation plan for training and exercises to evaluate NERCPI planning efforts.

FUTURE PROJECT

## EVACUATION & TRANSPORTATION PLANNING

Multi-faceted planning process will factor into many of the other NERCPI projects. Specifically, NERCPI transportation plans will identify and prioritize transportation routes and will evaluate local and state plans to create a comprehensive, fluid transportation and evacuation plan for the entire region.

FUTURE PROJECT

## SHELTERING PLAN

This effort will identify mass sheltering locations, coordinated with evacuation, transportation and disaster housing efforts.

FUTURE PROJECT

## CITIZEN PREPAREDNESS & EDUCATION PLAN

This plan will implement a regional preparedness campaign to educate citizens about the impact of catastrophic events and the necessary steps for preparedness.

"The City of Boston works regularly with our partners in the Metro-Boston area and within the Commonwealth of Massachusetts. The RCPGP has driven us to think strategically about the demand on capabilities and resources a catastrophe would create, and enabled us to foster partnerships on a much wider scale." **Don McGough, Director, City of Boston Mayor's Office of Emergency Management**

## workshops + exercises



APRIL 2011

### RCCP TABLETOP EXERCISE

140 members of the NERCPI RCPT attended an exercise to validate the coordinating principles of the RCCP and its annexes during preparation and response phases. The scenario featured a coordinated multiple-IED attack across three states, targeting critical infrastructure, transportation hubs, universities, and hotels throughout the Region. The scenario also affected cyber resources throughout the region and required activation of the Region's Cyber Disruption Teams. This TTX was a culmination of an exercise series featuring state-specific drills for the CDTs.

This exercise was focused largely on inter-agency and inter-jurisdictional coordination at the management level. Participants included senior-level officials representing Emergency Management, Public Safety, Information Technology and Public Information at the local, state, and federal level.

The primary objectives of the TTX were to assess coordination between IT and EM; assess coordination between NERCPI stakeholders in MA, NH, RI, UASI Regions, and federal partners; assess joint decision-making and coordination of resources and assets; assess public information coordination and dissemination; and assess information and intelligence sharing.

