



Regional Catastrophic Preparedness Grant Program

National Report 2014

Bay Area

Chicago Area

Hampton Roads Regional
Catastrophic Planning Team

Honolulu Area

Houston Regional Catastrophic
Preparedness Initiative

Los Angeles Area

National Capital Region

New England Regional
Catastrophic Preparedness Initiative

NY-NJ-CT-PA Regional
Catastrophic Planning Team

Puget Sound Region

The purpose of this 2014 National Report is to provide details and updates on the successes of regional catastrophic planning by the ten recipients of the Regional Catastrophic Preparedness Grant Program (RCPGP). This 2014 National Report is the final report of the RCPGP and focuses on how the ten sites individually and collectively plan to continue building national emergency response capabilities to respond to and recover from catastrophic emergencies once the RCPGP funding comes to an end.

Since the 2013 comprehensive report, the ten sites have continued to build out products that test their regions' abilities to communicate and coordinate during catastrophes. Over the last year, the sites have undertaken extensive training and exercise programs to put their previous work to the test. The sites have also focused on building sustainability plans that memorialize their achievements and provide ideas and areas for expansion. In this report, the sites provide an update on their sustainment activities and share best practices and lessons learned on creative and innovative ways to sustain the work of the RCPGP. As with the 2013 report, included in this document are highlights from each of the ten sites on their achievements over the last year. Lastly, an updated Product Matrix is included that catalogs the numerous resources developed by the sites that can be leveraged by planners nationwide for future planning and preparedness efforts.

Planning, including the planning process and the communities that are built through this process, is what makes us better prepared for emergencies and disasters of any shape or size. The strides that have been made in regional collaboration, catastrophic preparedness, and whole community planning through the RCPGP have been tremendous. Through RCPGP funding, we, as an emergency management community, have become more resilient and more effective in our mission of coordination, communication and unity of effort.

2013-2014 RCPGP NATIONAL REPORT

EXECUTIVE SUMMARY

The Regional Catastrophic Preparedness Grant Program (RCPGP) has been a ground breaking initiative that enabled ten sites across the United States to think differently about planning and preparedness for catastrophes. The sites have developed a number of products – plans, tools, trainings, and exercises – that bolster the ability of their communities to respond to and recover from catastrophic emergencies. This final annual report for the RCPGP includes the following sections:



RCPGP SITE SUSTAINABILITY

The sites, individually and collectively, have made it a priority to ensure that the achievements made since the grant program began, continue as the local programs come to an end. This section looks at the ways each site is planning to sustain their investment. It focuses on the different funding options that the sites are using to support ongoing planning efforts, including other homeland security grant programs as well as local and state funding, and opportunities for private sector and non-governmental funding. The sites all recognize that sustainment requires a lot more than simply continued funding, and have taken great steps to ensure that plan ownership and maintenance is clear, that materials are hosted in accessible places providing for easy access, and that planning products have been shared with and adapted by, where possible, various levels of government, the private sector and non-governmental organizations. Although sustainment activities are underway both for new sources of funding and programmatically, the sites confirm that there will be some inevitable loss when the RCPGP funding comes to an end. Without dedicated funding, the communities involved in each of the ten sites stand to lose a lot – the loss of personnel with subject matter expertise and existing community relationships as well as the loss of the continued training and exercise of the systems developed, for example. Nationally, the immense “planning collective” that the ten sites have created, elevating emergency preparedness planning and allowing for shared solutions to mutual problems, will be lost.

2013-2014 SITE ACCOMPLISHMENTS

The ten sites have provided examples of their accomplishments during the last year. Many of the sites used this final cycle of grant funding to advance their region’s preparedness opportunities through training and exercises. This includes EOC and ICS trainings and exercises focused on evacuation, sheltering and mass care, EOC coordination, supply chain movement, and public information. In addition, the sites have continued to develop comprehensive suites of plans, tools and guidance across all emergency management core capabilities. The accomplishments of each site are a testament to the sites’ commitment to ensuring that the products developed under this program are implemented, tested and improved upon to bolster resiliency.

PRODUCT MATRIX

It has been a priority of the ten sites to ensure that all products developed through the RCPGP are available for use by all jurisdictions, both within the grant program and outside. An updated Product Matrix shows the diverse portfolio of plans, tools, planning guidance, and templates for multiple scenarios and all-hazards planning developed through the RCPGP. This section also shows graphically how many of the products developed through this program have been shared among the sites and other emergency management partners. The examples listed in this Product Matrix reflect the extensive resources that are available nationally to support emergency planning, response and recovery.

RCPGP SITE SUSTAINMENT

The ten RCPGP sites have developed, or are actively working on developing, sustainment plans to ensure the successes of their respective programs are carried forward. All sites have identified possible funding opportunities – local, state, federal or private sector sources – and seven sites have made **firm commitments to the sustainment of catastrophic planning**. Over half of the sites have committed homeland security grant program funds – Urban Area Security Initiative (UASI) or State Homeland Security Grant Program (SHSP) – to sustain at least a portion of the initiatives through planner salaries or project coordination support, training, and exercises. Nearly half have already committed local jurisdiction or “home budget” support through planner salaries or budgeted contract support.

| Site | Local Funds | State Funds | UASI Funds | SHSP Funds | Other Grants | Private | Non-Profits |
|------------------|-------------|-------------|------------|------------|--------------|---------|-------------|
| Bay Area | ● | ● | ● | ● | ■ | ■ | |
| Chicago Area | | | ● | ■ | | | |
| Hampton Roads | ● | ● | ● | | ● | | |
| Honolulu Area | ■ | ■ | ■ | ■ | ■ | ■ | |
| Houston Area | ● | ■ | ■ | ● | ■ | | |
| Los Angeles Area | | | ● | | | | |
| National Capital | | | ● | ■ | | ● | |
| New England | ★ | ★ | ★ | ★ | ★ | | |
| NY-NJ-CT-PA | | | ■ | | | | |
| Puget Sound | ● | ■ | ■ | ■ | ■ | ■ | ● |

- Committed for RCPGP Sustainment
- Possible RCPGP Sustainment
- ★ Local and state program sustainment will be supported by planners from both grant and home budget sources

Table 1: Funding Mechanisms for RCPGP Initiative Sustainment

As evidenced in Table 1 above, each site has a different approach to catastrophic planning program funding sustainment, but **sustaining the work of the ten sites requires more than just continued funding**. What is not captured in this table are the unique approaches some sites have taken that may benefit other homeland security grant program recipients experiencing funding reductions. Key themes in catastrophic plan sustainment include: plan ownership and maintenance, hosting of materials, and plan integration at various levels of government. Each is explored in further detail on the following pages:

SITE SUSTAINMENT

PLAN OWNERSHIP

Many of the sites have identified governmental plan owners to ensure that plans and tools are updated, trained, and tested. The Puget Sound Site noted that a **non-profit**, the Northwest Healthcare Coalition, has agreed to maintain the Long-Term Care and Mutual Aid Plans for King and Pierce Counties, agreeing to merge the efforts across jurisdictional boundaries. The National Capital Region, through a partnership with the All Hazards Consortium, the Edison Electric Institute, and **private sector** partners is being sustained and expanded with active participation from outside the region. One outcome of the functional exercise programs and transportation projects done by this partnership is the Multi-State Fleet Response Working Group.

PLAN INTEGRATION

The Chicago Site's Regional Hub Reception Center guidance is being adopted as a **model for statewide use** in Illinois. The Bay Area also noted that elements of their earthquake scenario-based plans are being **integrated with FEMA** Region IX plans, and catastrophic plans will be tested annually through **collaboration with the full-scale exercise**, Urban Shield. The Honolulu Site is using the Honolulu On-Line System for Emergency Services (HOSES), a situational awareness planning tool for Police, Fire, and Medical personnel, which is **integrated into the City's GIS**. Further, the NCR supply chain work is being **combined with research principles** through FEMA, the National Academy of Sciences Foundation and Rutgers University through round table and workshop discussions.

HOSTING OF MATERIALS

Commitments of staff time from partner agencies (governmental, non-profit, and private sector) to support website updates, continuity, and social media tools (e.g., YouTube) are low-cost, high-impact approaches to the sustainment of catastrophic planning initiatives. Further, the wide distribution of materials, not just among the sites, but across the nation, has ensured this program will live beyond its grant years. One example of an RCPGP-funded program with significant reach is Houston's Run-Hide-Fight initiative. This six-minute video has had nearly 3 million YouTube hits (as of August 2014), and requests for materials have been received from agencies or businesses in all fifty states, and several foreign countries. This reach was mainly possible through **networks of traditional and social media**.



SITE SUSTAINMENT

IMPACT OF FUNDING LOSS

It is important to note that while the sites are optimistic about sustainment opportunities, there are elements of each program that will not be sustained due to the lack of committed funding. While staff commitments can ensure minimum maintenance to documents, the continued training and exercising of these plans can be expensive. Longer intervals between planning, training, and exercise updates may create gaps in plan knowledge. The New England site noted that only jurisdictional plans will be maintained. Some sites, like the National Capital Region and Houston, noted that the footprints of the programs may be reduced to the urban area. Some programs in their current form will be lost entirely, like the NY-NJ-CT-PA site, which established the Regional Integration Center to manage and implement the RCPGP. The loss of dedicated staff and institutional knowledge can potentially also result in the duplication of work already funded and accomplished. Other sites have more limitations in funding options. In recent years, Honolulu and Hampton Roads (Norfolk UASI) were not funded under the UASI program. They were restored as UASI cities in 2014, but were minimally funded, making the possibility of sustaining RCPGP initiatives under the UASI program a challenging option for the future.

A significant loss at the national level is the continued collaboration and integration between the catastrophic planning sites. Given the small number of sites, the program managers were able to meet in person and via conference call and webinar regularly, sharing products, systems, approaches, challenges, and solutions. In this way, the program has resulted in a national “planning collective,” in which the program leads have collaborated on program implementation, sharing deliverables and infrastructure concepts. The value of this national collective is immeasurable, and it will be fundamentally lost without dedicated funding.



The RCPGP “Planning Collective” Meetings and Workshops

Above: 2011 RCPGP Workshop in NYC.
 Above Right: 2012 RCPGP Workshop in Seattle.
 Right: 2014 Site Lead’s Sustainability Meeting in Bay Area.



2013-2014 ACCOMPLISHMENTS

BAY AREA

The Bay Area completed several annexes to its Regional Emergency Coordination Plan, including: one regional and twelve local Logistics Plans (with appendices) which addresses the Restoration of Lifelines such as fuel, water/waste water and power. A regional Joint Information System (JIS) was also developed for Bay Area Public Information Officers (PIOs), in conjunction with Citizen Corps Programs, to establish a common message for the public in a disaster. The Logistics and Restoration of Lifelines planning information below indicates the level of detail needed in the Bay Area to prepare for a catastrophic event:

LOGISTICS RESPONSE PLAN

Logistics planning is especially critical in responding to complex events such as a catastrophic earthquake. It requires knowledge of the geographic, social, political, cultural, and physical characteristics of the region and ensures the availability of the right products in the right location at the right time and in the right quantities.



RESTORATION OF LIFELINES PLAN

This plan is an annex to the Logistics Response Plan and describes the capabilities needed to initiate and sustain restoration activities, including facilitating the repair or replacement of infrastructure for lifelines such as oil, gas, electricity, telecommunications, drinking water, wastewater, and transportation services. It discusses the need to pre-plan restoration priorities in order to be able to act when a catastrophic event occurs. It also provides information on coordinating with various entities to develop action plans. The plan includes sections on:

- Damage assessments and restoration operations
- Prioritizing restoration efforts
- Identifying fuel and electric power interdependencies/alternate sources of fuel
- The role and responsibility of local governments in fuel supply restoration
- Other lifeline systems that gas stations are dependent on
- Priorities for water and wastewater restoration

LOGISTICS RESPONSE TOOLS COORDINATED NATIONALLY

The Bay Area also coordinated with the NY-NJ-CT-PA RCPT to leverage the tactical guides in their Logistics planning and to achieve one of the primary intentions of RCPGP funding: creating common operating tools throughout the nation. The NY-NJ-CT-PA Commodity Point of Distribution (C-POD) and Receiving and Distribution Center Field Operations Guides (FOGs) were used as models for the Bay Area region. The Bay Area FOGs and related EOC manuals were developed with similar content, as well as the same colors and graphics.

TRAINING AND EXERCISE

During the past year, the Bay Area also conducted more than fifty (50) classes with over 1000 people trained. Classes presented include: various ICS classes, PIO classes, Introduction to Emergency Management (Earthquake) classes, Managing Sustained Operations classes, Safety Assessment Program (SAP) Evaluator/Coordinator classes, Crisis Communications classes, classes for various EOC sections, and Disaster Mitigation and Recovery classes. In order to sustain RCPGP planning, the Bay Area added an EOC functional exercise to its nationally acclaimed 48 hour full scale regional exercise "Urban Shield". Each year, one or more RCPGP plans will be tested. This year's exercise included the RCPGP Donations Management Plan, regional Joint Information Center operations, and patient tracking coordination.



2013-2014 ACCOMPLISHMENTS

CHICAGO AREA

SOCIALIZING REGIONAL PLANS

The Indiana-Illinois-Wisconsin Regional Catastrophic Planning Team (RCPT) facilitated a series of workshops, seminars and exercises to socialize and test Regional plans. A primary focus was the Regional Hub Reception Center (RHRC) Concept of Operations; a “Hub” and “Spoke” system that connects displaced citizens needing government evacuation assistance with essential support services. Services include medical care, temporary respite, reunification, registration, animal services support, and/or transportation to identified shelters or final destinations.

To assist future efforts at RHRC venues to conduct operational planning and eventual use of other RCPT products, a Training and Exercise Toolkit was developed. The Toolkit, when combined with the various operational guidance documents, was designed to support jurisdictions as they build and test their Concept of Operations. The process starts with a training to understand the various RCPT operations, evolves to task-specific trainings for the various mass care-related functions, and concludes with exercising a jurisdiction’s ability to activate an RHRC and support operations. The Toolkit provides consistency across facilities yet is customizable to account for local Concepts of Operations. The Training and Exercise Toolkit contains an Instruction Book and complementary workbooks containing materials to conduct training courses and seminars/workshops, table top exercises, and a functional exercise. Also included in the Toolkit is a calendar and schedule to be used as a recommended timeframe for implementing the RCPT training and exercise program.

FULL SCALE EXERCISE

The “Operation Exodus” Full Scale Exercise (FSE) was the capstone event of collaborative planning

efforts by the region. Building upon the RCPT’s Functional Exercise at Valparaiso University, FSE activities included the Regional Catastrophic Incident Coordination Plan (RCICP) execution, full activation of RHRCs at Northern Illinois University and Valparaiso University, evacuee transit from an Evacuation Assembly Point, and use of the regional National Mass Evacuation Tracking System (NMETS). The “Operation Exodus” scenario focused on a region-wide response to an improvised nuclear device detonation in downtown Chicago. The FSE was designed to evaluate regional evacuation concepts, plans, and capabilities to manage evacuees during a catastrophic incident. Integration of capabilities across multiple jurisdictions validated the regional operational plans.



LOOKING AHEAD

While the RCPGP concluded for the IL-IN-WI RCPT in August of 2014, the IL-IN-WI RCPT plans to maintain its momentum by continuously making the products developed through the grant life cycle available to requestors. As an example, the State of Wisconsin wishes to adopt the use of the NMETS as the tracking tool for the state by writing it into their emergency plans. Another example is the adoption of the RHRC guidance as the method for doing business in the State of Illinois; this process will begin in early 2015 with presentations and workshops.

GEAR UP. GET READY!

The IL-IN-WI RCPT continued to provide community outreach through its “Gear Up. Get Ready!” campaign. Taking the preparedness message into the community where citizens live, work, play and worship has been both gratifying and successful. The “Gear Up. Get Ready!” outreach strategy has been awarded both a Bronze Quill award of excellence from the International Association of Business Communicators and a Silver Trumpet from the Publicity Club of Chicago for this fully integrated, comprehensive campaign.

2013-2014 ACCOMPLISHMENTS

HAMPTON ROADS

EVACUATION BEHAVIOR WORK

The region conducted an update of the Behavioral Study completed in Phase I by analyzing data gathered during more than 7,000 telephone interviews. The report, complete with data and a series of maps, provides valuable insight in perceptions, decision-making and behavioral traits of a coastal population in response to a hurricane. From these findings, decision makers can better predict how the population will react during periods of evacuation. A series of maps provide a visual representation of the variations that might exist among the member jurisdictions. One graphic illustration emphasizes various general, vulnerable and at-risk populations such as the elderly, infirmed and medically challenged.

SHELTER AND LOGISTICS PLANNING

The Shelter & Logistics Planning Tool (SLPT) was developed to support planning for mass care and sheltering. The SLPT is an Excel application that consolidates and integrates important information and analysis and is intended for use as a planning tool (not an operational tool). It enables users to access information on hurricane impacts, shelter requirements, and the potential availability of shelters, Points of Distribution (PODs) and staging areas in the study area. It also provides other key elements of the Framework for a Catastrophic Disaster Response.

INTERMEDIATE AND LONG-TERM HOUSING STUDY

The Regional Catastrophic Housing Strategy provides the basis for the development of an Action Plan that describes the needs, strategies, and projected uses of disaster recovery funds. Modeling and Simulation support were used to execute the development of this strategy. The Strategy defines all relevant authorities and their roles and responsibilities for both housing recovery planning as well as recovery at all levels of government. This common understanding of the phases of housing recovery is to be used as a basis for the development of integrated State/Commonwealth, regional and local housing recovery plans.

TRAINING AND EXERCISE

A training program was developed to provide the necessary knowledge and understanding of disaster housing recovery programs. Through the use of

exercises, key stakeholders have learned how to carry out their disaster housing recovery responsibilities. The program will train key staff and decision makers to prepare them for the short term actions needed to commence a catastrophic housing recovery mission.



FUNCTIONAL NEEDS SUPPORT SERVICES REPORT

The Functional Needs Support Services (FNSS) report provides planning guidance to local emergency management and shelter planners and can be incorporated into existing shelter plans to meet access and functional needs in general population shelters. Based on federal guidelines, the FNSS Tool Kit was created for the HRRCT to build consensus on shelter staffing requirements and availability of shelter staff in the region (including provisions for "Functional Needs Support Services"). It addresses the services which should be provided within the geography of the shelter to enable individuals with access and functional needs to maintain their independence. The report also discusses the development of 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.

PROGRAM SUSTAINMENT THROUGH REGIONAL COLLABORATION AND LEGAL EMPOWERMENT

In addition to the Regional Catastrophic Program, the HR Region has benefited from several Homeland Security and Emergency Response program grants. To sustain these efforts, the HR Planning District Commission has initiated a Regional Committee to develop a consolidated regional emergency management organization to sustain the work initiated through federal investments. Organized under Virginia law, this proposed regional planning organization will be funded locally, but will also serve as a conduit to receive future State and Federal grant funds on behalf of the region. Plans include allowing other Virginia and Northeast North Carolina jurisdictions to join and participate.

2013-2014 ACCOMPLISHMENTS

HONOLULU AREA

MAKANI PAHILI 2014 - ANNUAL HURRICANE EXERCISE

To support Fiscal Year (FY) 2011 RCPGP goals, Hawai'i's annual exercise Makani Pahili "Strong Wind" (MP), was used to validate and evaluate efforts to enhance regional and statewide capabilities to prepare for, respond to, mitigate the effects of, and recover from a Category 4 Hurricane. During MP 14, more than 1800 people from various federal, state, local, private, and non-governmental organizations participated as players, controllers, evaluators, volunteers and support personnel. During the 3 day, robust exercise, jurisdictions conducted seven (7) Tabletop Exercises (TTX), five (5) Functional Exercises (FE) and fifteen (15) Full-Scale Exercises (FSE) designed to enhance the state's resiliency. The skills and lessons learned in this exercise will help to improve both state and local capabilities to protect the lives, health, and property of its people.

Incident Management Team



City and County of Honolulu EOC



READY 2 REACT – A WHOLE COMMUNITY EMERGENCY PREPAREDNESS EVENT

On July 26, 2014 the second annual Ready 2 React emergency preparedness event was held at the Pearlridge Shopping Center on O'ahu. More than 25 City, state, federal and non-governmental agencies and preparedness experts met with residents to help them prepare for the emergencies or disasters that may affect the island. The public had the opportunity to speak with emergency professionals from the American Red Cross (ARC), Civil Air Patrol, Honolulu public safety offices, the National Weather Service, National Disaster Preparedness Training Center, utility companies, and many others to discuss preparedness planning and see the latest in disaster training, emergency supplies, and amateur radio communications. In addition, a wide range of emergency vehicles were on display in the parking lot for viewing, including: an aircraft tug and Humvee from the Naval Air Museum Barbers Point, Honolulu Police Department mobile command vehicle, Honolulu Fire Department ladder truck, ARC emergency-response vehicle, and vehicles from the Hawaii Army National Guard 93rd Civil Support Team.

"Last year's Ready 2 React was well received by attendees, and we are happy Pearlridge Center has partnered with us once again. This event is an outstanding opportunity to speak to experts in the field of disaster preparedness. It will also be a fun filled day for the entire family."

Melvin Kaku, Director of the Department of Emergency Management at City and County of Honolulu (City)

City's First Responder Vehicles

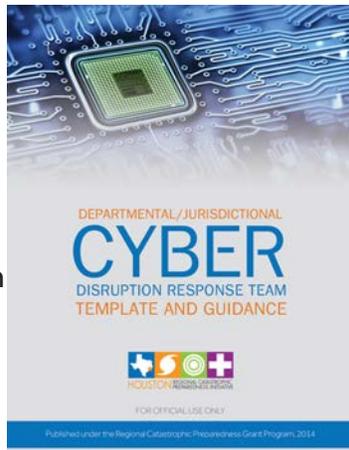


2013-2014 ACCOMPLISHMENTS HOUSTON AREA

CYBER DISRUPTION PLANNING

The Houston Regional Catastrophic Preparedness Initiative (RCPI) is conducting workshops to help jurisdictions within the Houston-Galveston Area Council region prepare for the response to and recovery from a cyber disruption incident. Previous cyber disruption planning efforts across the country highlighted two key lessons learned: 1) Information Technology (IT) departments and staff can improve their disaster recovery and disruption response capability by incorporating Emergency Management (EM) staff and principles into their response actions and 2) EM staff and departments are not fully aware of their heavy reliance on the Cyber Infrastructure, nor have they studied the risk profile of critical cyber assets that support their operations. In this project, the region is working together to bridge the planning gap between IT and EM through the development of local, interdisciplinary cyber disruption teams throughout the region.

The project has provided jurisdictions with a cyber disruption template to use when developing their plans. A Cyber Disruption Readiness Assessment Tool has also been developed to help organizations understand their preparation and response capabilities to address a large cyber disruption. The tool can be accessed at <http://www.CyberDisruptionPlanning.com>.



EVACUATION HUB ROC AND DRILL

In light of the southeast Texas region's active history with hurricane response and to maintain readiness, the Houston RCPI supported implementation of the Evacuation Hub Rehearsal of Concept (ROC) and functional drill. The ROC and drill were opportunities to update existing plans—*City of Houston/Harris County Evacuation Hub Plan, Evacuation/ Embarkation Center Field Operating Guide, and Interim Shelter Manual Summary* and formalize new relationships with sister agencies. This exercise resulted in updates on issues including public safety at the Hub facility, evacuation of the homeless, augmenting the equipment list to include select durable medical resources, registering pets and service animals, and the transition into interim shelters.

Registration Staff Prepare for Evacuees



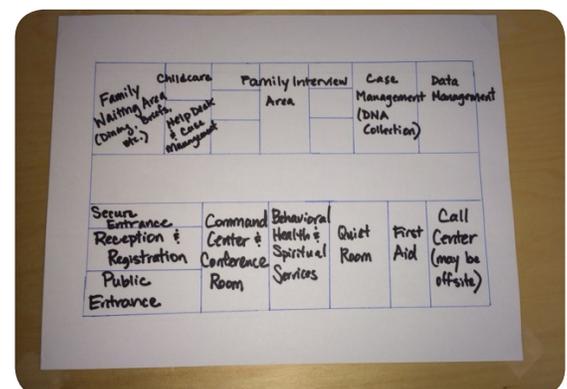
TRICKLE EFFECT

- The Houston RCPI's alternate standards of care deliverables have directly fed into the Texas Crisis Standards of Care Initiative which aims to discuss shortages of equipment among other issues to determine how these factors might impact standards of care during emergencies.
- Emergency Support Function training videos developed by the Houston RCPI have been incorporated into the standard training curriculum of emergency medical and fire response agencies.

FAMILY ASSISTANCE CENTER GAME

Building from investments in Regional Mass Fatality Management planning and exercises in the region, the Family Assistance Center (FAC) Game was conducted to test core elements of jurisdiction-specific FAC plans. Jurisdiction teams tested plan elements including staffing, site selection, facility layout, and standard services and procedures, and then convened as a region to discuss preferred approaches and highlight lessons learned from real world experiences. The exercise resulted in jurisdiction-specific plan action summaries and a Regional After Action Report and Improvement Plan to further strengthen individual plans.

FAC FACILITY AND LAYOUT OF SERVICES



2013-2014 ACCOMPLISHMENTS

LOS ANGELES AREA

LOS ANGELES REGIONAL CRITICAL INCIDENT PLANNING AND TRAINING ALLIANCE

The Los Angeles Operational Area (LACOA) Critical Incident Planning and Training Alliance (Alliance) was developed out of the need to enhance emergency planning among multi-jurisdictional agencies and encourage inter-departmental cooperation and coordination between the City of Los Angeles and Los Angeles, Orange, Riverside, San Bernardino, and Ventura Counties. The Alliance enhances regional catastrophic preparedness and continuity of operations efforts by facilitating the strategic application, dissemination and management of information.

The Alliance is currently working on the LACOA Evacuation and Transportation Plan. This plan includes a whole community approach and addresses persons with disabilities and others with access and functional needs. Additionally, the Alliance is in the process of completing the Fatality Management Plan for the City of Los Angeles and the Recovery Annex revision for the L.A. County Emergency Response Plan (ERP). Lastly, the Alliance continues to update and revise their current guides and templates. For access to these documents, visit www.catastrophicplanning.org.

REGIONAL MASS CARE AND SHELTERING EXERCISE

Ventura County conducted a full-scale exercise in January 2014. Over the course of three days, the exercise focused on the region's core capabilities in mass care services, public health and medical services, critical transportation public/private services and other resources. It also tested the region's traditional and non-traditional mass care and shelter plan with reception processes using RCPGP-developed templates. Other local plans including mass evacuation, public health and medical services, and critical transportation resources were also included in this exercise.

The exercise addressed a 7.0 magnitude earthquake with injuries and casualties from structural damage to buildings and the failure of critical infrastructure. Public/Private, regional and local agencies participated in the exercise.



REGIONAL DISASTER HOUSING PLANNING WORKSHOP

The Los Angeles Housing + Community Investment Department (HCIDLA) conducted a full-day workshop exercising processes, coordination points and responsibilities, and barriers on four key disaster housing topics: 1) residential safety assessments/inspections, 2) pre-disaster residential mitigation efforts, 3) short-term/interim housing options, and 4) long-term/permanent housing repair and replacement solutions. The purpose was to restore and rebuild residential infrastructure within the five-county region to serve all residents, including persons with disabilities and others with access and functional needs. The workshop used tools developed in the previous RCPGP grant years to identify approaches to these four disaster housing topics.



2013-2014 ACCOMPLISHMENTS

NATIONAL CAPITAL REGION

EMERGENCY PLANNING WORKSHOPS

In 2013, the National Capital Region (NCR) began a series of workplace preparedness training in the Commercial Facilities (CF) Sector. The CF sector is a dominant influence on the Nation's economy, accounting for \$4.6 trillion in sales in 2008. As CF owners are responsible for assessing the vulnerabilities of their facilities to all hazards, a CF Sector that is ill-prepared for emergencies is more reliant on first responders than one that is trained and resourceful. The training utilized the FEMA Workplace Emergency Plan Template in a two part program. During Part I, students were exposed to the basics of emergency plan development and participated in staff-guided discussions (that included public safety subject matter experts) to classify potential risks to their facilities, identify plan goals, and learn to evaluate plan development according to the National Infrastructure Protection Plan risk framework. Following Part I, participants were asked to develop a draft emergency plan. Part II focused on evaluating plans according to best practice criteria and allowed participants to engage with each other and training staff in an open discussion information exchange to fill planning gaps.

SUCCESSFUL SUSTAINMENT

A major finding of the National Capitol Region through the East Coast Corridor Coalition is that the expedited restoration of private sector power and supply chain is key to faster recovery of local communities and lessens the need for federal government intervention. To that outcome, in 2013, the NCR RCPGP region conducted a functional exercise - CATEX. CATEX produced significant

operational outcomes and processes that helped with recent snow/ice storms that impacted the East Coast this year. The CATEX exercise was so successful the NY-NJ-CT-PA RCPT site is hosting the event with an expanded focus in November 2014. Another outcome is that a consortium of private and public sector stakeholders are continuing the series as well as funding the Multi-State Fleet Response Working Group (<http://www.fleetresponse.org/home/>) as a sustainment initiative under the All Hazards Consortium.

The mission of the Multi-State Fleet Response Working Group is to expedite safe and effective restoration of critical infrastructure to support

community and business resilience. The group further seeks to identify and attract people, processes, and technologies that can support the expediting of private sector fleet and resource movement across multiple state lines in response to a disaster. Goals of the working group include:

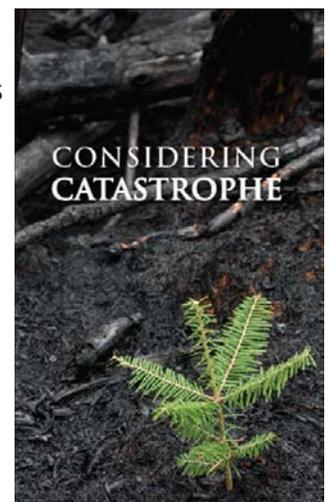
- Identify issues, opportunities, threats and solutions
- Facilitate integrated planning between public and private sectors
- Educate all stakeholders in the Working Group on relevant issues
- Identify and disseminate information (e.g., best practices, reports, etc.)



SUPPLY CHAIN RESILIENCE

The final deliverable for the multi-year Supply Chain Resilience project is entitled *Considering Catastrophe*. The findings focused on individual parts of the system-of-systems on which life in the modern megalopolis depends, including water, food, pharmaceuticals, trucking and fuel. Please contact jennifer.nugent@ahcusa.org for copies of this work.

"Considering Catastrophe exposes a deep vulnerability in our understanding of how the modern supply chain works, and the implications for how life sustaining services and commodities reach densely concentrated populations during a catastrophic event. It is compelling, insightful, and a call to action to conceptualize and employ public and private organizational capabilities and strategic capacity together in new ways to address a problem that most of us don't even fully realize that we have. This report should be required reading for anyone working at senior levels in emergency management." **David Kaufman, Associate Administrator for Policy, Program Analysis and International Affairs, FEMA**



2013-2014 ACCOMPLISHMENTS

NEW ENGLAND

LOCAL PLANNING

The New England Regional Catastrophic Preparedness Initiative (NERCPI) consists of Massachusetts, New Hampshire, and Rhode Island along with the cities of Boston and Providence. The NERCPI continues to build upon the foundation established by previous regional planning efforts in the functional areas of commodities distribution, community outreach, disaster housing, mass care, and risk management. Most recently, each NERCPI jurisdiction identified various regional planning efforts of importance to further develop within their local communities. Several individual plans throughout the region were developed to better enhance regional collaboration by focusing on and increasing local capacity, and the collective planning frameworks will be utilized for future plans development to continue building these capacities beyond RCPGP. These plans will be exercised through a series of tabletop exercises, one functional EOC communications exercise, and one full scale exercise as part of the FY2011 Regional Training and Exercise Project which ends on June 30, 2015.

REGIONAL FNSS WORKSHOPS

In support of regional mass care and community outreach efforts, the NERCPI hosted three informational workshops on Functional Needs and Support Services (FNSS) considerations related to shelter operations. To encourage whole community engagement, national and local subject matter experts presented on an array of topics including compliant shelter operations, FNSS legal considerations, and transportation issues. Attendees included emergency management personnel and shelter managers along with representatives from medical, educational, and private sector communities to facilitate local planning and enhance regional networking and mass care partnerships throughout New England.



REGIONAL MASS CARE

The NERCPI further advanced its regional mass care efforts through the development of a Regional Mass Care Working Group (RMCW) which has recently integrated all other New England states previously not included in the NERCPI efforts (Connecticut, Maine and Vermont) to promote additional state-to-state coordination. The RMCW has cooperatively produced a Mass Care Terminology and Matrix Handbook to capture and compare the various mass care terms used throughout New England. Currently, the RMCW is in the process of developing a work plan to prioritize regional mass care coordination goals, create a desired timeline to accomplish these goals, and record accomplishments and progress made.



RISK MANAGEMENT

All jurisdictions continued work on the Threat Hazard Identification and Risk Assessment (THIRA) and used the consolidated results along with State Preparedness Reports (SPR) to assess regional capabilities and gaps. In addition to informing updates to the homeland security strategies of each jurisdiction, this data was utilized to determine how best to strengthen regional resiliency by building upon local capacities.

2013-2014 ACCOMPLISHMENTS

NY-NJ-CT-PA



SOLIDIFYING RELATIONSHIPS AND BUILDING CAPABILITIES

Since its inception, the NY-NJ-CT-PA Site has strengthened relationships across jurisdictions and helped the region build numerous

capabilities across the emergency management core competencies. This new paradigm allows this diverse region to plan and respond to catastrophic events in a more coordinated and cooperative fashion. Over the last five years, more than 65 plans, tools, playbooks, assessments, guides, and trainings have been developed with the input and support from more than 700 partners and stakeholders from the "whole community." Through this collaborative planning process best practices have been shared, lessons have been learned, and new partnerships have been formed.

"The RCPT over the last 5 years represents an, often not found, example of multi-jurisdictional planning and coordination between states, cities, counties and partners including the private sector, academia and volunteer organizations. It is an example of utilizing federal funding for homeland security and emergency management for the development of systems, planning tools, and the establishment of best practices that will continue to support all parties in the "Whole of Community."

From the development of housing recovery guides; logistical operational templates for catastrophic events; local planning guides; assessments of critical infrastructure with workable recommendations; and, training for all levels of government - the RCPT has built a foundation worthy of continued support in the future. As we close out this successful effort we are hopeful our federal partners see this as support for future funding and investment that will continue to move the concept of "Whole of Community" and resiliency forward." **Joseph Picciano, Deputy Director, Preparedness Division, New Jersey Office of Homeland Security and Preparedness**

LOOKING TO 2015

The NY-NJ-CT-PA Site is working with various partner agencies to ensure all plans, tools, trainings and playbooks will be accessible after the grant ends.

TRAINING AND EXERCISE

Over the last year, the RCPT has focused on the development of Trainings and Exercises and delivering these products to regional partners. The Training program is intended to develop and grow the emergency management capability in the region to support a catastrophic emergency response. The program includes a number of web-based and classroom courses as well as videos that can be accessed together or individually by jurisdictions across the region. The trainings help to build specific skill sets for emergency managers and agency representatives working in an Emergency Operations Center (EOC).

The Exercise Management Catastrophic Exercise Program (EMCEP) combines three exercise modules with three exercise scenarios for a total combination of nine possible "exercise-in-a-box" deliverables. Exercise modules are at the strategic, operational, and tactical levels and exercise scenarios include an improvised nuclear device (IND) detonation, major hurricane, and cyber attack. The capstone of this project is a multi-jurisdictional functional exercise in October 2014 that will test the region's communication and coordination capabilities. The exercise will include the activation of five EOCs, a Unified Area Coordination Group, and a Forward Operating Base in response to an IND detonation.

TRAININGS AND EXERCISES BY THE NUMBERS

Through the end of 2014, the NY-NJ-CT-PA RCPT anticipates the following number of people to participate in its various training and exercise programs:

- Disaster Logistics Training – At least 575 people will be trained
- EMC – At least 215 people will be trained
- Lightning Bolt – Estimated 530 players
- EMCEP Pilots – 85 players
- Functional Exercise – Estimated 400 players



2013-2014 ACCOMPLISHMENTS

PUGET SOUND

PUGET SOUND REGION BUILDS RELATIONSHIPS

The highlight of this grant program is that it provided an opportunity for the Puget Sound Region to build relationships with public, private and non-profit organizations that extend beyond jurisdictional boundaries. While the funding is ending the relationships and desire to continue collaboration and coordination among partners continues.

On Saturday, March 22, 2014, a small community nestled in the foothills of the Cascade Mountains, 35 miles northeast of Everett, Washington, experienced a mudslide that took 43 lives, destroyed 49 homes, blocked a major river causing upstream flooding, and covered State Route (SR) 530 nearly isolating the town of Darrington. The Snohomish County Emergency Operations Center (EOC) opened immediately and hosted several hundred workers that helped them coordinate, manage resources, and provide support to hundreds of workers at the scene and behind the scenes during the month long EOC activation. Recovery continued with the opening of the highway and discovery of the last known victim occurring months after the slide.

Prior to the SR 530 Slide, funding from the RCPGP helped Snohomish County conduct two disaster recovery workshops. These workshops brought together individuals from various agencies and organizations to discuss the recovery challenges they might face following a catastrophic event. Little did they know that they would be meeting so soon to work through serious recovery challenges.

Another RCPGP funded project utilized in the SR 530 Slide began several years ago as Public Information Officers recognized the need to develop better coordination and organization through a regional Joint Information System (JIS). State and Local Emergency Management Offices collaborated on the development of a JIS Operations Plan and in 2013-2014, RCPGP funding provided more opportunities to enhance and test JIS plans. The Joint Information Center that supported the SR 530 Slide efforts benefited from this planning effort directly.



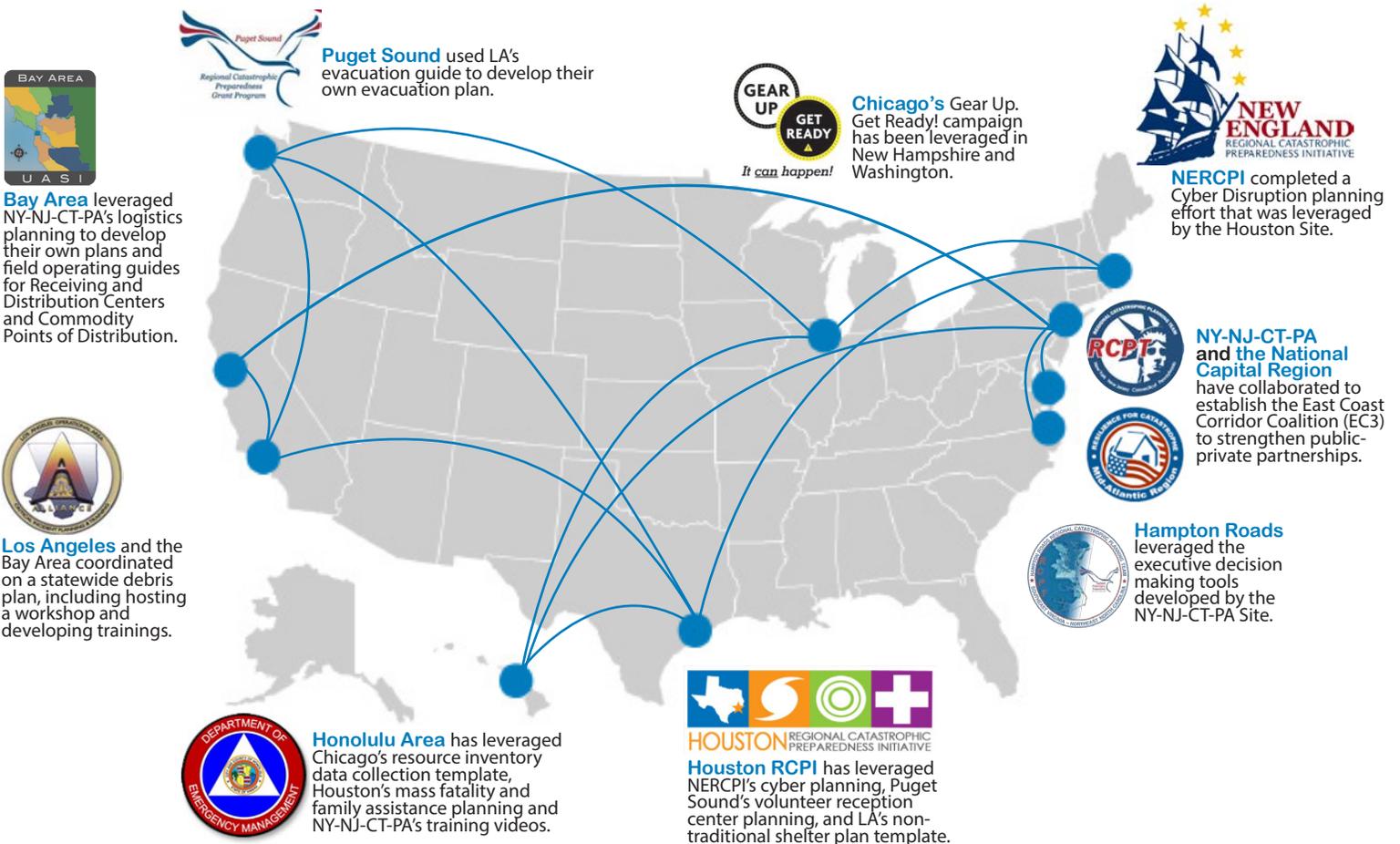
The Puget Sound Region used plans, annexes, or tools developed by RCPGP funding for other local events over the past two years including wildland fires and a bridge collapse on Interstate-5. All these products are hosted by the Washington State Emergency Management Division and are available at http://www.emd.wa.gov/plans/plans_index.shtml#R

"When I walked into the EOC after spending five days in the field and saw people from the RCPT working in our EOC, I knew the relationships we'd built over the past six years were priceless. Our staff and Snohomish County had the support of the Region, State and Nation to help us get through this tragic event."
Jason Biermann, Deputy Director Snohomish County Department of Emergency Management

ALL SITES PRODUCT MATRIX

Since the initial RCPGP funding in Fiscal Year 2008, the ten sites have each developed a diverse portfolio of plans, tools, planning guidance, and templates for multiple scenarios and all-hazards planning. This work covers many emergency management core capabilities and can be used by jurisdictions at all levels of government across the nation to improve their planning efforts. A Product Matrix provided on the next four pages catalogues (in alphabetical order) the extensive planning work that each of the ten sites has undertaken since the RCPGP began. The capabilities listed in the following Matrix note the achievements by the ten sites through the RCPGP and do not reflect all of the work that sites have completed through other initiatives.

The RCPGP has provided a forum for sharing sound planning across the ten sites as well as jurisdictions and organizations outside of the RCPGP program and the sites have leveraged work that has been completed by other sites to develop their own plans and tools. Sites have also collaborated on RCPGP projects as they were developed. A few examples of this collaboration are shown below that exemplify the nation-wide reach that products developed through RCPGP funding has had. Each site is committed to sharing their experiences and lessons learned with all emergency managers and planning stakeholders from across the nation.



All Sites PRODUCT MATRIX

| | Bay Area | Chicago Area | Hampton Roads | Honolulu Area | Houston Area | Los Angeles Area | National Capital Region | New England | NY-NJ-CT-PA | Puget Sound |
|---|----------|--------------|---------------|---------------|--------------|------------------|-------------------------|-------------|-------------|-------------|
| ACCESS & FUNCTIONAL NEEDS PLANNING | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| ANIMAL SERVICES PLANNING | ● | ● | | | | | ● | | | |
| CATASTROPHIC EMERGENCY PLANNING | | | | | | | | | | |
| • ESF Job Aids | | | | | | | | ● | | |
| • Executive Decision-making Tools | ● | ● | ● | | ● | | ● | ● | | ● |
| • Planning & Capability Assessments | | ● | ● | | ● | | ● | | | |
| • Regional Coordination Planning | | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| • Risk & Hazard Analysis | | ● | | | ● | | ● | ● | ● | |
| • Strategic Improvement & Sustainability Plan | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| • Strategic Risk Review | | | | | | | | ● | | |
| • Virtual Operations | | | | | | ● | | ● | | |
| CBRNE EVENTS | | | | | | | | | | |
| • Detection Models | | | | | ● | | | | | |
| • Hazardous Materials & Decontamination | | | | | ● | | ● | | | |
| • Nuclear / WMD Planning | | | | | ● | | | ● | | |
| • Response to IEDs | | | | | ● | | ● | | | |
| • RDD Planning | | | | | | | | ● | | |
| COMMUNICATIONS | | | | | | | | | | |
| • Broadband Public Safety Network Planning | | | | | ● | | ● | | | |
| • Cybersecurity | | | | | ● | | ● | | | |
| • Communications & Energy Dependencies | | | | | | ● | | ● | | |
| • Communications Resiliency Assessments | | | | | | | | ● | | |
| COOP/COG PLANNING | | | | ● | ● | ● | | ● | | |

All Sites PRODUCT MATRIX

| | Bay Area | Chicago Area | Hampton Roads | Honolulu Area | Houston Area | Los Angeles Area | National Capital Region | New England | NY-NJ-CT-PA | Puget Sound |
|---|----------|--------------|---------------|---------------|--------------|------------------|-------------------------|-------------|-------------|-------------|
| DATA, MODELING & GIS | ● | | ● | | ● | | ● | | ● | |
| FATALITY MANAGEMENT | | | | | | | | | | |
| • Family Assistance Center | ● | | | | ● | ● | | | ● | ● |
| • Incident Assessment Teams | | | | | ● | | | | ● | |
| • Mass Fatality Planning | ● | | | ● | ● | ● | | | ● | |
| • Victim Identification | | | | | ● | ● | | | ● | ● |
| HEALTH & MEDICAL | | | | | | | | | | |
| • Alternate Care Sites | | | | | ● | | | | | |
| • Behavioral Mental Health Operational Response | | | | | | | ● | | | |
| • Health Vulnerability Assessment | | | | | | | | ● | | |
| • Long Term Care Evacuation & Mutual Aid | | | | | | | | | | ● |
| • Mass Prophylaxis Plan | | | | | ● | | | | | |
| • Medical Dispensing & Resource Management | | | | | ● | ● | | | | |
| • Medical Surge & Healthcare Planning | | | | | ● | | | | | ● |
| • Pandemic Influenza Planning | | | | ● | ● | | | | | |
| • Patient Movement | | | | | | | | | | ● |
| • Pre-Hospital Emergency Triage and Treatment | | | | | ● | | | | | ● |
| • Regional Epidemiology Coordination | | | | | ● | | | | | |
| • Syndromic Surveillance | | | | | | | | | ● | |
| HOUSING RECOVERY | | | | | | | | | | |
| • Cruise Ship Study | | | | | | | | | ● | |
| • Disaster Housing | ● | | ● | | | ● | ● | ● | ● | |
| • Housing Recovery Center | | | | | | ● | | | ● | |
| • Interim Housing | ● | | ● | | | ● | ● | ● | ● | |
| • Interim Housing Prototype | | | | | | | | | ● | |
| • Participatory Urban Planning | | | | | | | | | ● | |
| • Recovery & Rapid Repair | | | | | | | | | ● | |

All Sites PRODUCT MATRIX

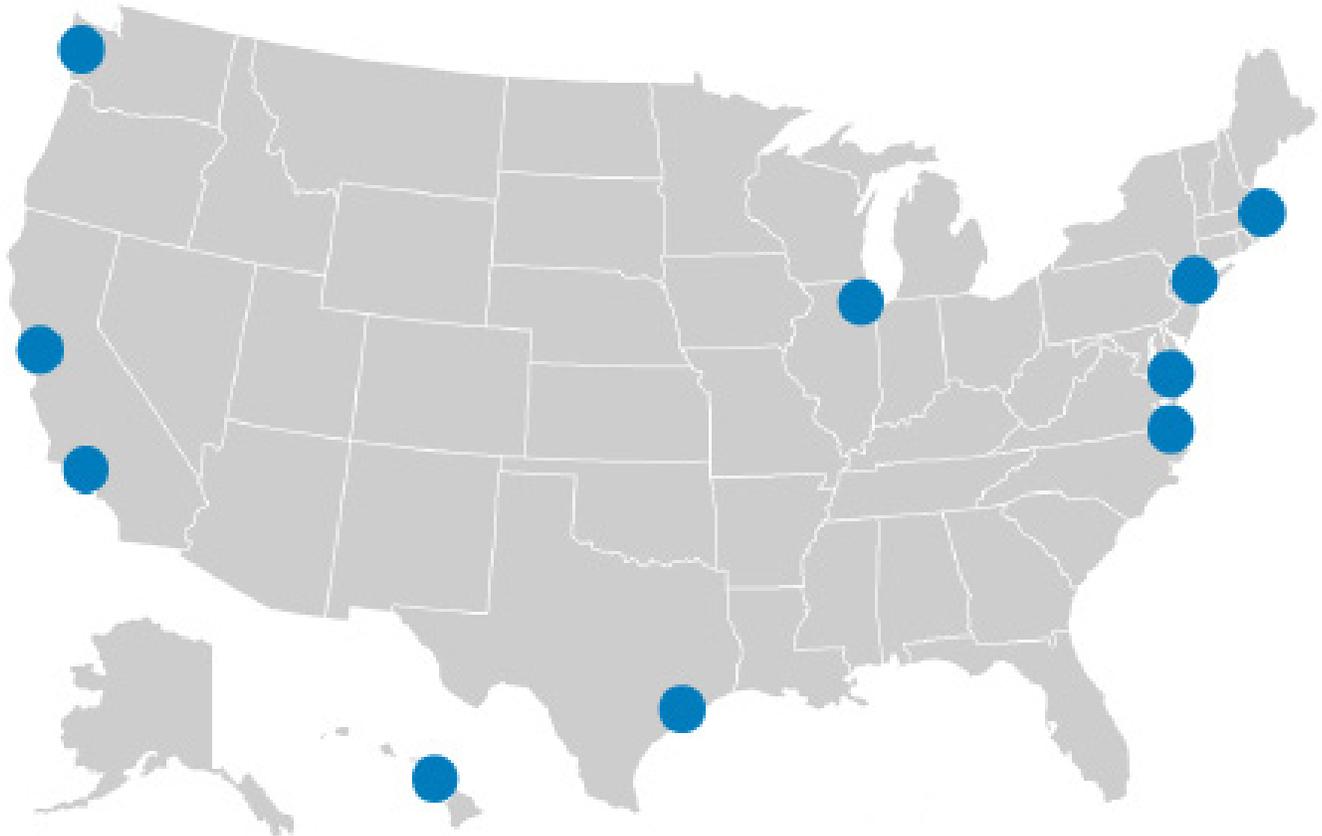
| | Bay Area | Chicago Area | Hampton Roads | Honolulu Area | Houston Area | Los Angeles Area | National Capital Region | New England | NY-NJ-CT-PA | Puget Sound |
|---|----------|--------------|---------------|---------------|--------------|------------------|-------------------------|-------------|-------------|-------------|
| INFRASTRUCTURE & PUBLIC WORKS | | | | | | | | | | |
| • CIKR Database & Toolkit | | | | ● | ● | | | | | |
| • Critical Facilities Resiliency Assessments | | | | | | | | ● | | |
| • Debris Management | ● | | | | | ● | | ● | | |
| • Emergency Power Generation Assessments | | | | | | | | ● | | |
| • Energy Power Outages & Rolling Blackouts | | | | | | | | ● | | |
| • Energy, Wastewater & Water Dependencies | | | | | | | | ● | | |
| LOGISTICS | | | | | | | | | | |
| • Area Logistics Emergency Response Team (ALERT) | | | | | | | | ● | | |
| • Commodity Distribution | ● | | ● | ● | ● | | ● | ● | ● | ● |
| • Emergency Contracting | | | | | | | ● | ● | | ● |
| • Logistics Center | | | | | | ● | | ● | | |
| • Intermodal Infrastructure & Facilities Analysis | | | | | | | | ● | | |
| • Pre-scripted Mission Requests | | | | | | | ● | ● | | |
| • Resource Deployment Matrix | | | | | | | | | | ● |
| • Resource Distribution & Staging Areas | ● | | ● | | ● | ● | | ● | ● | ● |
| • Resource Management | ● | ● | | | ● | | ● | ● | ● | |
| • Volunteer & Donations | ● | | | | ● | ● | | ● | ● | ● |
| MASS CARE | | | | | | | | | | |
| • Affiliated Volunteers | | | | | | | | ● | | |
| • Evacuee Tracking & Placement | | ● | | | | ● | | | | |
| • Feeding | ● | | | | | ● | ● | | | ● |
| • Host Community Considerations | | | | | | ● | | | | ● |
| • Household Pets and Service Animals | ● | | | | | ● | ● | ● | ● | ● |
| • Non-traditional Sheltering | | | | ● | ● | | ● | | | |
| • Post Disaster Services | | | | ● | ● | ● | | | | |

All Sites PRODUCT MATRIX

| | Bay Area | Chicago Area | Hampton Roads | Honolulu Area | Houston Area | Los Angeles Area | National Capital Region | New England | NY-NJ-CT-PA | Puget Sound |
|---|----------|--------------|---------------|---------------|--------------|------------------|-------------------------|-------------|-------------|-------------|
| MASS CARE (CONT.) | | | | | | | | | | |
| • Reception Centers & Processing | | ● | | | ● | ● | | | | |
| • School District Planning | | | | | ● | | | | | |
| • Sheltering & Mass Care | ● | | ● | | | ● | ● | ● | ● | ● |
| PRIVATE SECTOR | | | | | | | | | | |
| • Lifeline Sectors Information Sharing Drill | | | | | | | | ● | | |
| • Credentialing | | | | | | | | ● | | |
| • Private Sector Integration | | ● | | | | | ● | ● | | |
| • Regional Catastrophic Anticipation Teams | | | | | | | ● | | | |
| • Supply Chain Planning | | | | | | | ● | | | ● |
| PUBLIC AWARENESS | | | | | | | | | | |
| • Public Preparedness & Outreach Campaigns | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| • Behavioral Analysis | | | | | | | ● | | | |
| • Joint Information System | | | | | | | | | | ● |
| PUBLIC SAFETY | | | | | | | | | | |
| • Counterterrorism & Law Enforcement | | | | | ● | | | | | |
| • Emergency Public Safety & Security Response | | | | | ● | | | | | |
| • Search & Rescue | | | | | ● | | | | | |
| • Structural Collapse Rescue | | | | | | | | | | ● |
| RECOVERY | | | | | | | | | | |
| • Regional Recovery | | | | | | ● | ● | | | |
| • CDBG-DR Playbook | | | | | | | | ● | | |
| • RSF Workshops | | | | | | | | | | ● |
| TRANSPORTATION & EVACUATION | | | | | | | | | | |
| • Mass Evacuation | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| • Best Practices Guide | | | | | | | ● | ● | | |
| • Multi-modal Transportation Analysis | | | | | | | ● | | | ● |
| • Transportation Recovery | | | | | | ● | | | | ● |
| • Waterways Transit Tool | ● | | | | | | | ● | | |
| TRAINING & EXERCISE | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |

All Sites

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