



# Regional Catastrophic Preparedness Grant Program

## National Report 2013

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





**T**he purpose of this 2013 National Report is to provide details of the regional catastrophic planning efforts that demonstrate the increased national and community resiliency and strengthened partnerships achieved by the ten recipients of the Regional Catastrophic Preparedness Grant Program (RCPGP). As funding for the RCPGP concludes after the Fiscal Year 2011 cycle, the sites, individually and collectively, are focused on both sustaining existing plans as well as building on these accomplishments to improve the nation's ability to respond to catastrophic disasters.

Since the 2012 comprehensive report, the sites have been actively engaged in expanding preparedness efforts, developing trainings, planning for tabletops and functional exercises, and building sustainment plans. In this report, the sites take a step back to reflect on the values and benefits the RCPGP offers, detail the root causes of success, and offer recommendations for sustaining the great strides made in regional collaboration, catastrophic preparedness, and whole community planning. Also included in this document are highlights from each of the ten sites. Lastly, the vast and extensive planning efforts from each site are cataloged in a Plan Matrix that can be used as a national resource.

In the last four years, it has become clear that better planning allows for a more effective and efficient response and recovery. The RCPGP has enabled local jurisdictions to take a strong lead in preparing for catastrophic disasters, encouraging the sites to think differently about preparedness. Relationships have been developed, not only within each site, but on a nationwide basis that bolster resiliency and improve the ability to respond and recover together.

The sites have collectively agreed that sustainment of the plans, programs, and guides developed and implemented must remain a priority. Moreover, the sites are committed to producing comprehensive planning templates and guidelines for local, tribal, and regional jurisdictions and stakeholders to adopt and modify for their individual preparedness needs. These efforts ensure that all plans, the end-products of a truly collaborative effort, extend beyond jurisdictional and sector lines and continue to provide benefits to the nation as a whole.

# 2012-2013 RCPGP NATIONAL REPORT

# EXECUTIVE SUMMARY

Since 2007, ten sites from throughout the United States have participated in the Regional Catastrophic Preparedness Grant Program (RCPGP) which provided for the development of plans, tools, trainings, and exercises to respond to and recover from catastrophic events. As funding for the RCPGP concludes after the Fiscal Year 2011 cycle, the sites are now focused on developing methods of sustainment and the continuation of progress made. Three key elements necessary for the successful sustainment of this program: leadership, regional and national collaboration, and prioritized funding are described in detail. This annual report is divided into the following sections:

## ROOT CAUSES OF RCPGP SUCCESS

For the first time a grant program focused on *regional* and *catastrophic* planning. Recent disasters have demonstrated the need for participating jurisdictions to think differently and develop extraordinary levels of collaboration, leading to the seamless integration of both public and private partners. Funds leveraged through this program have also increased the collaborative process.

## PLANS IN OPERATION

In 2012-2013, incidents and events across the country, including Hurricane Sandy, provided the opportunity to put plans into operation:

- NY-NJ-CT-PA site used three of their plans- Housing, Logistics, and Mass Fatality Management - for Sandy response
- Puget Sound site deployed their Resource Management and Logistics (RMLT) Toolkit in NY during Sandy
- Houston site used its Ambulance Operations Response Plan (AMOPS) during a 120 car accident

## 2012-2013 SITE ACCOMPLISHMENTS

In addition to the plans put into operation, the ten sites provide examples of their accomplishments during the last year. The accomplishments include planning, training, and exercises that cut across all



emergency management core capabilities as well as the catastrophic scenarios that may affect the various regions.

## SUSTAINING THE INVESTMENT: WAYS FORWARD

Because of the unprecedented opportunity to develop regional catastrophic plans within the ten sites, key elements have been identified for sustainment of the gains made. They are:

- Ensuring the nationwide distribution of plans through a targeted outreach system
- Conducting, at minimum, an annual workshop for the ten RCPGP sites
- Transferring RCPGP Technical Assistance support funds for discretionary use by the ten sites
- Developing and fostering planning communities in support of region-to-region coordination
- Encouraging bottom-up funding
- Holding an annual meeting with FEMA representatives to discuss regional catastrophic planning.

## PLAN MATRIX

A cataloged list of the diverse portfolio of plans, tools, planning guidance, and templates for multiple scenarios and all-hazards planning developed through the RCPGP from each of the ten sites.

# ROOT CAUSES OF RCPGP SUCCESS

Why has the RCPGP been so successful? The following section discusses the basis for its success.

As the first grant program to focus solely on the development of plans and procedures for *regional* and *catastrophic* incidents, the RCPGP has required site recipients to think about and plan for emergencies differently.

An analysis of recent natural disasters indicates an increase in the intensity and frequency of large scale catastrophic events. This trend has been cited by participating jurisdictions as evidence for the need for planning on both regional and catastrophic scales. For example, the Fukushima disaster clearly demonstrates the importance of considering the possibility of multiple, cascading events in a catastrophe. The RCPGP planning environment helps prepare the nation for disasters on the scale of simultaneous earthquake, tsunami, and nuclear meltdown responses as was seen in Japan.

This demonstrated need for regional and catastrophic planning has pushed participating jurisdictions to think differently, often outside of their comfort zones. It has also demanded extraordinary levels of collaboration. RCPGP funding incentivized planning on a super-regional basis; in most cases the assigned project areas created new partnerships far beyond the traditional. This whole community approach required the seamless integration of all partners at the local, county, state, and federal levels.

Each RCPGP site was required to establish a governance structure that included the diverse planning partners in each region and could effectively reach consensus to move planning forward. There are general similarities to the systems that each site has put in place, leading to success in both programmatic and fiscal grant administration. Governing bodies with representatives from various jurisdictions and agencies as voting members and decision-makers, the selection of a single entity or agency as the fiscal agent, and regular collaboration through meetings and conference calls are just some of the methods used by the ten sites. Also, many of the sites adopted charters outlining their governance structures to provide transparency and clarity to all interested parties. While differences exist between the sites, each of the regions has a

## TOP TEN REASONS FOR A SUCCESSFUL PROGRAM

1. Strong leadership
2. Accountability at all levels
3. Region-appropriate governance structures
4. Dedicated and committed planning communities
5. Regional and catastrophic planning focus
6. Public/private partnerships to share information
7. Leveraging of other funding resources
8. Communication of product values and nationwide sharing of materials
9. Adherence to legal statutes and authorities
10. An expectation for success

process that can be used in future emergency management, homeland security, and other regional funding programs.

During the development of the plans, the sites were able to communicate with each other through the use of the Virtual Joint Planning Office (VJPO), a FEMA-supported online community. This common interface provided a simple way to share files electronically to all RCPGP constituents. Innovative, cross-cutting thinking was demonstrated as the plans were developed and their successful implementation exemplifies their national potential. All plans, tools, and other guidance developed by the sites have been offered to and shared with other sites, as well as many other planning partners nationwide.

Although RCPGP funding was the primary source used by the sites to develop the numerous plans and capabilities catalogued in the Plan Matrix of this

# ROOT CAUSES OF RCPGP SUCCESS

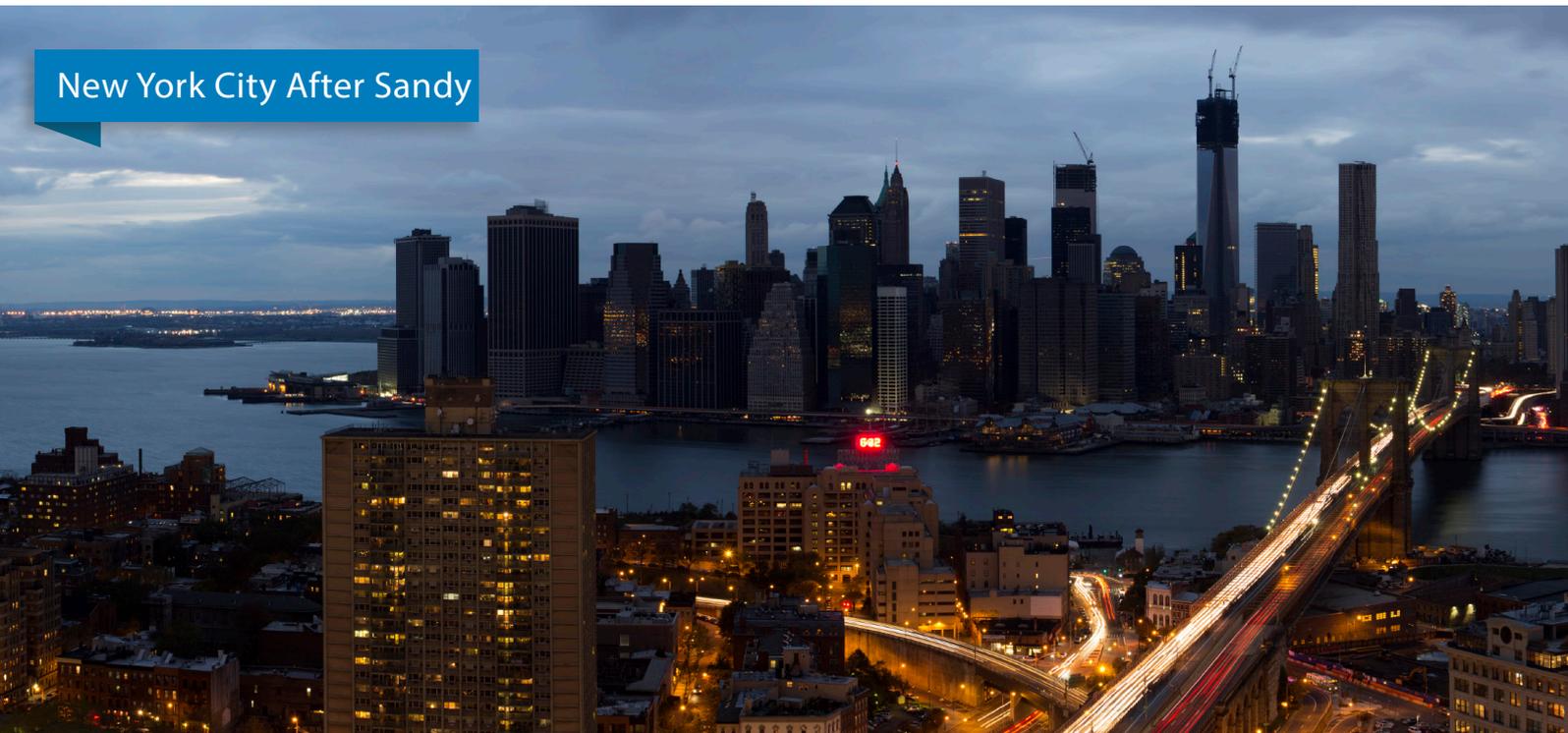
document, in some instances, it was not the only source of funding used. High risk urban area sites used Urban Areas Security Initiative (UASI) funding in conjunction with their RCPGP funding to support further local planning and exercises. The State Homeland Security Grant Program (SHSGP), the Emergency Management Planning Grant (EMPG), the Hospital Preparedness Program (HPP), and the Public Health Emergency Program (PHEP) have also been used by some sites in conjunction with RCPGP funding. Some examples of leveraging other funding include:

- The New England site teamed with the Metro Boston and Providence UASIs on cyber planning including funding a series of exercises and seminars for their members.
- Bay Area and Houston have used UASI resources and planners to support their planning and exercise work.
- Puget Sound funded their Citizen Preparedness Campaign with RCPGP and SHSGP funding and also leveraged large in-kind matches from private sector sponsors.
- Houston used EMPG, HPP, and PHEP funding to bring new stakeholders in and facilitate coordination between emergency managers, public health, and healthcare subject matter experts.

The result of this leveraging of alternative funding sources brought other stakeholders to the table and connected different planning efforts and planning communities and has helped to lay the groundwork for sustainability.

The ten RCPGP sites have been successful because of their ability to shift from traditional emergency management and homeland security thinking to focus on regional and catastrophic planning. Through strong leadership, dedicated and diverse planning teams, partnerships at all levels of government and with the public sector, and the commitment to share and learn experiences across the country, the ten RCPGP sites have succeeded in improving the nation's preparedness, resiliency, response and recovery to catastrophic events.

## New York City After Sandy



# PLANS IN OPERATION

In 2012-2013, incidents and events across the country, including Hurricane Sandy, provided the opportunity to see many plans in operation.

Hurricane Sandy provided the NY-NJ-CT-PA site with an opportunity to use three of their plans - Housing, Logistics, and Mass Fatality Management- to support the response and enable an efficient and effective recovery. Both New York and New Jersey leveraged the NY-NJ-CT-PA Regional Catastrophic Planning Team's (RCPT) Disaster Housing Recovery plans; implemented several Interagency Task Forces to solve broad housing problems; and used the Community Recovery Playbook as guidance for developing Action Plans to use Community Recovery Block Grant- Disaster Recovery funding. The NY-NJ-CT-PA RCPT's robust logistics program was leveraged to support the staging, receiving, and distribution of essential resources.

The Puget Sound's site planning work on the Resource Management and Logistics (RMLT) Toolkit was also put to use in New York following Sandy, providing essential details and information to New York State's Logistics Team. While the RMLT has yet to be tested in Puget Sound, it was a great asset in New York, clearly showing the value of globalizing the ten sites' projects.

Interim housing work completed in 2010 by the National Capital Region (NCR) was also leveraged after Sandy. Using valuable private sector contacts, the NCR was able to provide a database of 2580 properties with a total of 443,000 units of possible interim housing for NY and NJ to support needs.

The New England Regional Catastrophic Preparedness Initiative (NERCPI) site has not formally activated the Regional Catastrophic Coordination Plan (RCCP) or its annexes. However, state and major city Emergency Management Directors within the NERCPI have frequently collaborated during emergencies on a regional basis in recent years. In the days leading up to Sandy's landfall, NERCPI agencies participated in a series of regional preparedness calls hosted by other organizations. Possible activation of the RCCP was considered, but the spirit of the plan was already operational through the regularly scheduled calls.

Similar coordination took place during the February 2013 blizzard and will continue in future weather events.

Regional response capability was also displayed during the aftermath of the Boston Marathon bombings. The City of Boston received offers of assistance from other RCPGP-funded cities across the country, and leveraged plans from the Los Angeles and NY-NJ-CT-PA RCPTs to develop a recovery and re-entry strategy.

The Houston site's Ambulance Operations Response Plan (AMOPS) was tested in November 2012 during a 120+ car accident on a local highway. During the event, a request for Houston's Ambulance Bus (AMBUS) and one strike team (5 ambulances and a supervisor) was initiated. Houston utilized its mass notification system to send out notification to regional 911 Emergency Medical Services (EMS) providers and followed the steps in the AMOPS plan, which was being operationalized for the first time during a live mass casualty incident (MCI). Although the AMBUS and ambulances successfully made it to the scene, some areas of improvement to the plan were noted. Houston is now in the process of reviewing its plan to improve the management of ambulances and EMS resources for MCIs. This has been an important component of Houston's emergency medical response system.

The L.A. Alliance has had several Operational Area jurisdictions follow the site's template guidelines to develop specific plans for their cities. The Alliance's Mass Care and Shelter template has been utilized as an operational plan by the cities of Whittier and Santa Clarita. The City of Glendale's Emergency Management Department, led by the Glendale Fire Department, has also developed a Mass Care Plan. The recently developed Recovery template has been vetted in regional workshops and some of the Alliance's partners- the City of Los Angeles and Ventura, Orange, Riverside and San Bernardino Counties- have adopted it.

## 2012-2013 ACCOMPLISHMENTS

# BAY AREA

### COMMUNITY PREPAREDNESS & PUBLIC OUTREACH

The Bay Area focused on two locally successful "grass root" efforts that were expanded to include the entire region:

#### GET READY 5 (GR5)

GR5 leverages the 5th grade study of Geology and the effects of earthquakes by giving students homework in which they work to develop a family plan. The City of San Rafael in Marin County had previously developed this project for their city. Coordinated informational kick off meetings were held and printed materials were distributed. A website was also developed for school districts to utilize. ([www.kidsgetready.org](http://www.kidsgetready.org))



#### LEARN. LEAD. LIFT.

The City of Oakland partnered with regional non-profits and Voluntary Organizations Active in Disasters (VOAD) to address the challenges of reaching underserved populations through the development of a messaging campaign to encourage citizens to prepare for a catastrophic event. The project is in the process of developing a "Go Kit" for citizens to keep on hand no matter where they are located. ([www2.oaklandnet.com/r/LearnLeadLift](http://www2.oaklandnet.com/r/LearnLeadLift))

### San Jose



### STATEWIDE DEBRIS PROJECT

The Bay Area and the City of Los Angeles (LA) worked together on this project. The Bay Area used LA's debris plan to develop their plan using Fiscal Year 2008 funds. In early 2013, two workshops were held in LA to discuss coordination of the LA and Bay Area plans followed by a statewide workshop to bring together local, state, and federal representatives to discuss issues that will affect both Northern and Southern CA. A web-based Just in Time debris management training program was also developed that can be uploaded into all Bay Area and City of Los Angeles EOC computers.

### Oakland



### REGIONAL LOGISTICS PROGRAM

The Bay Area is working closely with the NY-NJ-CT-PA RCPT to utilize templates from their Regional Logistics Program (RLP) in support of a national standard for logistics operations in a catastrophic event. Currently the Bay Area is replicating the two Field Operations Guides, related EOC Manuals, and the Logistics Center Concept of Operations plan from the NY-NJ-CT-PA RLP. Additionally, the Bay Area's Just in Time web based training will use the NY-NJ-CT-PA training sessions as a standard. The Bay Area has also approved UASI funding to further develop the Bay Area Logistics Plan.

### San Francisco



# 2012-2013 ACCOMPLISHMENTS

# CHICAGO AREA

## REGIONAL HUB RECEPTION CENTER

The development of a Regional Hub Reception Center (RHRC) is the result of a “Hub” and “Spoke” philosophy. Displaced citizens needing government evacuation assistance are transported to an RHRC, where they are processed and provided with essential support services, including for example, medical care, temporary respite, or transportation to identified shelters or final destinations. The resulting RHRC Planning Guide package not only has information on the requirements for opening, operating and closing an RHRC (including personnel and equipment), but also provides job sheets describing specific job responsibilities and more than 50 training videos for the various positions within an RHRC (i.e. Reception Center Manager, food handler, security, etc.).

Following the development of the RHRC project, other shortfalls in response planning were identified leading to additional projects. For example, tracking displaced citizens for accountability and reunification along with determining adequate shelter for those in need has driven the development of Chicago’s National Mass Evacuation Tracking System (NMETS) and Shelter Placement Plan as the next step in building regional mass care capabilities and capacities. The question of care for pets, and livestock after a catastrophe has driven the Regional Animal Services Plan project.

## “GEAR UP, GET READY”

The Chicago Area RCPT used 2009 grant funds to develop a Citizen’s Preparedness Campaign called, “Gear Up, Get Ready”. Through the use of various ethno-centric and socio-economic demographic data as well as an analysis of the use of social media

among various age groups, the campaign was tailored to bring the message of preparedness to the community. Through both new technology and more traditional methods, residents are encouraged to: develop a family preparedness *plan*; identify and gather resources for their *kit*; and tune into preparedness messaging to *stay informed*. The overwhelming success of this campaign is being followed by the further development of the GearUpGetReady.org website and continued community outreach events.



*It can happen!*



# 2012-2013 ACCOMPLISHMENTS

# HAMPTON ROADS

## MASS EVACUATION & SHELTER PLANNING

A Supply Analysis identified the region's pre-identified shelter facilities and a Transportation and Evacuation Demand Analysis identified the gaps that exist in certain sub-regions between those seeking shelter during a major catastrophic event and the capacity to adequately house them. Current planning efforts seek to identify additional shelter facilities and close this gap. In addition, plans will be developed to provide for sufficient shelter staffing.

## REFUGES OF LAST RESORT PLANNING

The region identified a gap in the number of pre-identified "Refuges of Last Resort" (ROLR) available to accommodate stranded evacuees in the region. Planning efforts to increase the number of identified ROLR facilities are in process. Since some evacuees may not be able to leave the region due to congested roadways and rapidly deteriorating weather conditions, an analysis to determine the potential number of evacuees per mile who may find themselves stranded is underway.

## SEVERE STORM EVENT BEHAVIORAL STUDY

The Old Dominion University's Virginia Modeling, Analysis and Simulation Center (VMASC) is conducting a Behavioral Study to gain an understanding of the factors taken into consideration when making decisions about storm preparation and evacuation. The University will then develop "System Dynamics" models to graphically show the study's results. This will assist planners in forecasting evacuation metrics and determine immediate and longer-term shelter and housing demands. A comprehensive set of local and neighborhood-specific maps will be created to illustrate the variations in vulnerability across the region. The project is scheduled for completion by late June.

## SHELTER & LOGISTICS PLANNING TOOL

The Shelter and Logistics Planning Tool (SLPT) enables planners to consolidate and integrate information to forecast demand and supply needs for sheltering and logistics planning purposes. Users can access information on hurricane impact, shelter availability and requirements, availability of Points of Distribution (PODs), staging areas and other key elements.



## INTERMEDIATE & LONG TERM HOUSING PLAN

The State of Virginia and Local Agencies have analyzed intermediate and long term housing needs by the three planning scenarios (Hurricane, Multiple IEDs, Anthrax); a housing resource and strategy assessment incorporating a review of existing plans, (Federal and State resources); best practices review and analysis; and a Framework that includes a matrix of tasks needed to execute the plan over time.

All planning products will be available through the HRRCP's portal at [www.ReadyHamptonRoads.org](http://www.ReadyHamptonRoads.org).

# 2012-2013 ACCOMPLISHMENTS

# HONOLULU AREA

## EMERGENCY & DISASTER PREPAREDNESS COMMUNITY OUTREACH

A grassroots approach has been utilized in the development of volunteer Emergency Preparedness/ Disaster Preparedness Community Committees. By partnering with established community groups whose mission involves personal preparedness, outreach efforts have been improved. Since resilient communities bounce back and recover much more quickly when disaster strikes, the goal of the project is to educate the populace on the importance of being prepared and take the fear out of emergency preparedness. Some of the suggestions for the community include: an emergency plan that includes evacuation and communications plans; a minimum 7 day supply of food, water and other supplies; and an emergency kit with items already in residents' homes. Citizens are also encouraged to sign up for Honolulu's automated emergency information notification messaging system. Through a determined, personalized effort, Honolulu is spreading its preparedness message to the community.

## GET READY HAWAII PILOT CAMPAIGN

The Honolulu RCPGP site made it a truly regional effort by including the County of Hawai'i, County of Maui, and County of Kaua'i within the State of Hawai'i in September 2011. Using FY 2009 funds, the Honolulu RCPGP site initiated a Public Awareness Project. The objectives of the project included: an assessment of public disaster awareness; the development of alternate strategies to increase public awareness; the design and implementation of a pilot campaign to evaluate these alternatives; and a series of recommendations to government officials for implementation. The campaign includes public service announcements on both radio and TV, print advertising, environmental advertising, point-of-purchase displays at retail locations and a significant online/social media presence. The theme of the campaign "Today is a perfect day to prepare for the Unexpected" encourages Hawai'i residents to fully prepare for large-scale emergencies and disasters, before they happen. The campaign launched May 2, 2012 following April's Tsunami Preparedness Month.



From Left to Right: Former City and County of Honolulu Mayor: Peter B. Carlisle; County of Hawai'i Mayor: Billy Kenoi; Director of Department of Emergency Management: Mel Kaku (at podium); County of Maui Mayor: Alan Arakawa; County of Kauai Mayor: Bernard Carvalho

**TODAY**  
84°

**A PERFECT DAY  
TO PLAN FOR A  
DISASTER**

On a beautiful day like today, you're not thinking about an emergency—but you should be.  
Make a disaster plan.  
Pack a disaster kit.  
Visit [GetReadyHI.org](http://GetReadyHI.org)

**PLAN. PACK. PREPARE. BECAUSE THE WORST DISASTER IS NOT BEING READY. [GetReadyHI.org](http://GetReadyHI.org)**

Paid for in part by the taxpayers of the City and County of Honolulu.

# 2012-2013 ACCOMPLISHMENTS

# HOUSTON AREA

## RUN --> HIDE --> FIGHT COMMUNITY PREPAREDNESS CAMPAIGN

Although not originally part of the RCPGP scenarios, a Joint Counterterrorism Awareness Workshop exposed preparedness and awareness gaps when members of the public were faced with an active-shooter situation. Based on the already popular "Make the Call" terrorism prevention campaign, approval was sought and received to add an active shooter component. "Run. Hide. Fight. - Surviving an Active Shooter Event" is a 6 minute public awareness video that provides the information needed to survive an active shooter event. The video has been produced in English, Spanish, Chinese, and Vietnamese with a closed captioned version in each language. It was widely disseminated after the shooting in Aurora, Colorado, and again after the Sandy Hook Elementary incident. Government agencies, non-profits, and private sector partners in all 50 states and many foreign countries have requested copies. As of February 26, 2013, the video had received over 2 million hits on YouTube.



## REGIONAL PUBLIC HEALTH COORDINATION FRAMEWORK

The goal of this project was to create a plan and system for a public health Multi-Agency Command Center (MACC). The Regional Public Health Coordination Framework was established to improve the regional exchange of critical emergency public health information and facilitate decision making on strategic and policy issues. Members of this special coordination group are local health authorities and health department directors. Beginning in July 2011, the mechanism for regional collaboration was developed by local, state, and regional public health, emergency management, and medical organizations in the region. The plan was first exercised in November 2012, updated in January 2013, and was exercised again in April 2013. Through this work, the region has a clearer process for cross-jurisdictional public health coordination.

## CAPABILITY MODELS

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

- Explosive Device & Response Operation
- 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

Based on scenarios, each report describes the model used to generate requirements and compares these requirements to current capability levels, generating a clearer picture of regional gaps. These reports help the region determine the direction of future investments, identify where more MOAs/MOUs may be needed, and anticipate the need for state and federal assets in light of a catastrophic event. They could also be used to assist with resource management decision-making and cost estimation.

# 2012-2013 ACCOMPLISHMENTS

# LOS ANGELES

## REGIONAL RECOVERY PROGRAM

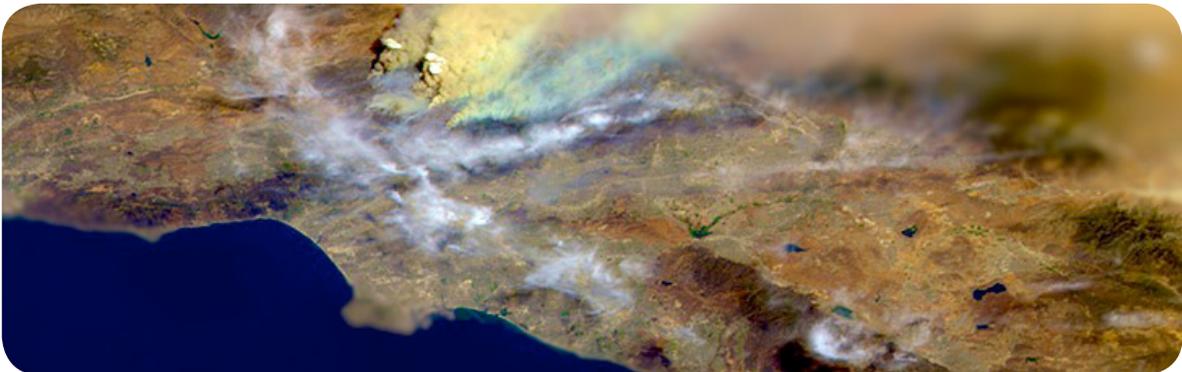
As part of the 2010 RCPGP, the Los Angeles Area Critical Incident Planning and Training Alliance began work on developing a Regional Recovery Guidance Document and Template based on the six Recovery Support Functions (RSFs) identified in the 2012 National Disaster Recovery Framework (NDRF). The Guidance Document will serve as a resource for jurisdictional planning efforts and represents an all hazards approach for conducting recovery planning in the Los Angeles Operational Area, which includes the five counties of Orange, San Bernardino, Riverside, Los Angeles and Ventura. The Template is a tool for city and county agencies to use when developing

the recovery functional annex supporting their emergency operations plans. These documents as well as other guidance documents and templates representing work completed by the Los Angeles Region are posted on: [www.catastrophicplanning.org/](http://www.catastrophicplanning.org/)



## REGIONAL DISASTER HOUSING PROJECT

Funds from the 2009 and 2010 RCPGP were awarded to the Los Angeles Housing Department for Regional Disaster Housing Planning. The project focuses on residential recovery and reconstruction throughout the five counties named above. This project brings together public entities such as LA City and County departments dealing with housing, building code enforcement, land use planning, and emergency management; State, Federal, and other disaster and housing experts, and private entities including housing developers, lenders, apartment associations, insurance companies, housing advocates, and other interested parties in a Disaster Housing Working Group. The Disaster Housing Planning Guide was completed in July 2012, incorporating the issues and solutions identified by the Working Group. Documents for Regional Disaster Housing Planning can be found on the Los Angeles Housing Department's website: <http://lahd.lacity.org/lahdinternet/DisasterHousingPlanningHomePage/tabid/502/language/en-US/Default.aspx>



## 2012-2013 ACCOMPLISHMENTS

# NATIONAL CAPITAL REGION

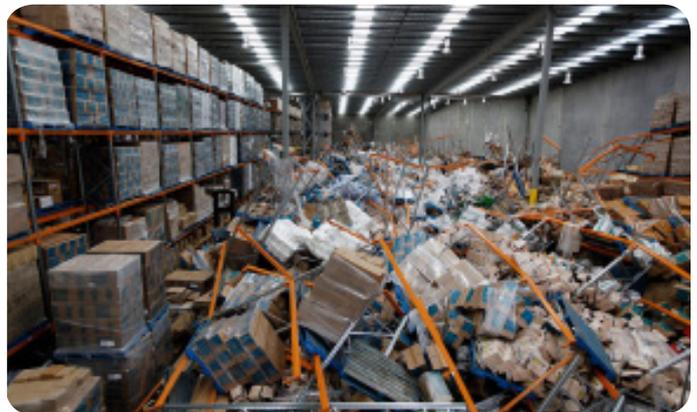
### MID-ATLANTIC SUPPLY CHAIN RESILIENCE PROJECT

This project focused on sustaining the provision of water, food, pharmaceuticals and essential health care in potentially catastrophic situations. Through research, discussion, and exercises, the project has identified systemic regional vulnerabilities, interdependencies, and is working to develop and deploy mitigation strategies to fortify the Mid-Atlantic Supply Chain.

Particular priority was given to involving private sector leadership in the process. Those participating included the nation's largest distributors of groceries and pharmaceuticals, major banks, a regional association of fuel distributors, leading trucking firms, electric utilities, telecommunications providers and others. There has also been public sector participation by water utilities, hospitals, and emergency management agencies.

Regional supply chain resilience is dependent on the persistence of a few key supply nodes and

transportation linkages with these nodes. When this strategic capacity persists, the loss of local capabilities can be addressed through a variety of means. But any loss of the strategic capacity will deepen and extend catastrophic consequences, often well beyond the initial impacts. In a recent report by the White House National Security Staff, the project was identified as one of five "national priorities" for advancing supply chain resilience during 2013.



### THE MID-ATLANTIC CONSORTIUM FOR INTEROPERABLE NATIONWIDE ADVANCED COMMUNICATIONS (MACINAC) INITIATIVE

Early in 2011, the District of Columbia, the states of Delaware, Maryland, and West Virginia, and the Commonwealths of Pennsylvania and Virginia (herein, the MACINAC states or the Mid-Atlantic States) began developing a multi-state, regional approach to deployment and operation of the Mid-Atlantic portion of the nationwide public safety broadband network (NPSBN). The MACINAC Initiative was launched to help the states take concerted action and thereby improve interoperability and realize efficiencies. They have been working together for almost two years to prepare the Mid-Atlantic States for the design, deployment and operation of the NPSBN in the region. The NPSBN will be critical to response in any catastrophe.

Though MACINAC is first and foremost focused on the deployment and sustainable operation of the NPSBN in the Mid-Atlantic region, it intends to serve additional interoperability functions such as regional adoption of common public safety applications beyond a minimum set. In the event of a catastrophe, public safety most often relies upon neighboring regional jurisdictions for mutual aid. Through MACINAC, the Mid-Atlantic States plan to use the NPSBN to enjoy greater data interoperability within the region than would otherwise be available.

# 2012-2013 ACCOMPLISHMENTS

# NEW ENGLAND

## REGIONAL CYBER RESILIENCY PLAN

The Cyber Disruption Response Project was the first regional cyber preparedness effort of its type, and participating jurisdictions have been recognized for its success. The Resiliency Plan memorialized the region's approach to cyber disruption response capabilities. It further identified methodologies, processes, and stakeholders to ensure a successful program. Completed in 2012, highlights of the plan include: the development of Cyber Disruption Teams (CDTs) in Massachusetts, New Hampshire, and Rhode Island; the integration of cyber and emergency management response strategies and training in local plans; and a Regional Cyber Disruption Response Annex (CDRA) to serve as a coordinating framework. A Regional Cyber Resiliency Plan in support of regional sustainment efforts for the CDTs was also developed.

Since its completion the Resiliency Plan has been requested by and distributed to numerous Urban Areas, states and regional entities. Federal agencies, including FEMA, have also requested information on resource typing and other peripheral projects.

The region's primary stakeholders continue to enhance and sustain their cyber programs with additional funding sources. The Rhode Island CDT funded a series of table-top exercises. The Commonwealth of Massachusetts and the Cities of Boston and Springfield, MA are completing a DHS Community Cyber Security Maturity Model-based training and exercise program through the Center for Infrastructure Assurance & Security. Lastly, the Metro Boston Homeland Security Region (MBHSR) will use UASI funding to further assess risk and build cyber disruption response capability throughout the Urban Area.



## ONGOING PLANNING EFFORTS

A suite of planning documents to be used in a catastrophic incident is under development and all planning efforts are being closely aligned and integrated through Regional and jurisdiction-specific all-hazards risk assessments. Planning areas covered include: Commodities Distribution, Mass Care and Sheltering, Disaster Housing, and Evacuation. These planning efforts will be tied together through the development of a Regional Multi-Year Training and Exercise Plan (MYTEP) as well as a Regional Citizen Preparedness and Education Campaign. The MYTEP will integrate training and exercise priorities outlined in the Regional FY2008, FY2009, and FY2010 RCPGP initiatives with existing jurisdictional priorities throughout the Region, while the Citizen Preparedness Campaign will integrate awareness of RCPGP-developed projects with similar existing campaigns at the region's stakeholder agencies.



# 2012-2013 ACCOMPLISHMENTS

## NY-NJ-CT-PA

Hurricane Sandy made landfall in New Jersey on October 29th, 2012. Highlighted below are some of the tools, plans, and emergency management experience created through the RCPT that were leveraged across the Region leading up to the storm and during the ongoing response and recovery efforts.

### HOUSING

The New Jersey Department of Community Affairs adopted the Disaster Housing Recovery Plan to structure the State's housing recovery strategy. A majority of the Interagency Task Forces outlined in this Plan were activated to support the State of New Jersey's response. The Community Recovery Playbook is being used as guidance in several jurisdictions. Specifically, New York City is using the Community Recovery Playbook as guidance to create the City's action plan for spending Community Development Block Grant – Disaster Recovery funding.

### LOGISTICS

New York City used the Receiving and Distribution Center Field Operating Guide (FOG) developed as part of the Regional Logistics Program, to guide staging area operations at Citi Field in Queens, New York. The FOG details how to activate, operate and demobilize a staging area and outlines assigned responsibilities and job functions for staff members. The FOG was requested by and provided to Incident Management Teams deployed to Citi Field to run staging operations.

### MASS FATALITY MANAGEMENT

The Regional Mass Fatality Management Response System was activated to an Alert level in preparation for Hurricane Sandy and remained activated through the duration of the storm. After landfall, the Regional Catastrophic Assessment Team deployed to the New Jersey Coast to assess the impacts to medical examiner operations and continuity of operations issues.

### VOLUNTEER MANAGEMENT

The RCPT is collaborating with the National VOAD in using lessons learned from Hurricane Sandy to build a national volunteer coordination system to assist in the management of volunteers following catastrophic events.

National Guard gets briefing on New York City's Support to Residents in Their Homes Mission following Sandy



### EMERGENCY MANAGEMENT SUPPORT

Staff at the Regional Integration Center (RIC) supported jurisdictions in the region leading up to, during, and in the months after the storm. The RIC Team brought their extensive planning experience and emergency management expertise to emergency operations centers, shelters, and logistics operations. Staff helped planning partners unwrap plans and tools for immediate use. Taking both leadership and supporting roles, the RIC staff augmented the number of emergency managers coordinating response and recovery efforts.



### UPCOMING TRAININGS

As part of FY10, the RCPT is developing a series of trainings and exercises to further educate and socialize plans. The Regional Logistics Program is currently rolling out its training program to jurisdictions. It has a series of Logistics Trainings classes that have various points of focus. The RCPT is also working on Emergency Management Master Classes to educate people on aspects of Management and Incident Coordination. A state-of-the-art simulation program called Lightning Bolt is also in the developmental phase.

# 2012-2013 ACCOMPLISHMENTS

# PUGET SOUND

## LONG TERM CARE EVACUATION & MUTUAL AID PLANS

As part of the 2008 RCPGP, Public Health agencies in both King and Pierce Counties developed Long Term Care Evacuation and Mutual Aid Plans for each of their counties. As a result of the 2012 merger between the two healthcare coalitions in King and Pierce counties, an organization called the Northwest Healthcare Response Network was formed. One of the missions of this new organization is the merging and sustainment of both plans through a cross jurisdictional mutual aid agreement. In addition, a single cross county nursing home steering committee and response team is under development that will be activated during evacuations to help support the coordination of bed availability and patient placement between both evacuated and receiving facilities. The strong, cross jurisdictional relationships developed as a result of the creation of this new Network, the engagement of the nursing homes, and the formation of a response team will sustain the existing plan and further the region's efforts to provide mass care.

## RESOURCE MANAGEMENT & LOGISTICS TOOLKIT

As previously described, the Puget Sound Resource Management and Logistics Toolkit (RMLT) was used in New York following Hurricane Sandy to help facilitate relief efforts in that state. Gretchen Martinsen, Logistics Branch Chief, FEMA Region 10, was deployed to New York to support efforts in the wake of the storm. Since Gretchen was a core member of the Puget Sound RMLT planning team, she helped develop plan content to operate and supply Points of Distribution (PODs) which are used to deliver relief supplies to disaster survivors. Gretchen provided copies of the RMLT to her federal, state and local counterparts as the Sandy team worked with private and non-profit partners to customize plans and bring essential supplies and other much needed resources such as water, meals, infant formula, and diapers to impacted communities. The concepts in the RMLT provided essential details for the New York Logistics team on the efficient and effective supply and operation of PODs.



# Sustaining the Investment WAYS FORWARD

Catastrophic incidents are not merely larger versions of local emergencies; a catastrophe will tax local and regional jurisdictions beyond anything previously experienced. To that end, catastrophic planning efforts must involve a shift in thinking, extended resource commitments, extraordinary collaboration, and continual refinement. Knowing the root causes of regional planning success opens the door to even greater accomplishments.

The RCPGP planning communities have built a foundation of trust; forging regional and national relationships. The current question before policy-makers is whether it is in the country's best interest to sustain and build on this investment. If so, regional planning needs to become a priority at all levels of government. New and existing federal and state grants should support these efforts, and local governments need to commit resources.



Sharing Lessons Learned at 2012 RCPGP Conference

The need is ongoing and the time horizon is long. But with renewed collaboration and commitment, the nation will be better off making the investment in regional, catastrophic planning.

## RECOMMENDATIONS TO FEMA

- Ensure nationwide distribution of plans through a targeted outreach system
- Continue supporting RCPGP sites through, at minimum, an annual workshop for the ten RCPGP sites
- Transfer RCPGP Technical Assistance support funds to be used at the discretion of RCPGP sites
- Develop and foster a planning community in support of region-to-region coordination, to include continued support of the Virtual Joint Planning Office
- Continue building local capability by supporting regional catastrophic planning
- Encourage bottom-up funding for sustainment
- Schedule and hold an annual meeting with FEMA leadership to continue catastrophic planning efforts

## RECOMMENDATIONS TO STATE & LOCAL EMERGENCY MANAGEMENT AGENCIES

- Encourage private sector sponsorship
- Identify resources for continued training and exercises of RCPGP plans
- Support eligibility of Metropolitan Planning Organizations for regional catastrophic planning funds
- Identify alternate public and private funding that "sustains" current plans and builds on their successes
- Include RCPGP concepts in local and regional government agencies' strategic plans

ALL SITES

# PLAN 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 planning 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.

The RCPGP has provided a forum for sharing sound planning across the ten sites and each site is committed to sharing their experiences and lessons learned with all emergency managers and planning stakeholders. On the next four pages are a Plan Matrix that 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.

All Sites

# PLAN 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
<b>ANIMAL SERVICES PLANNING</b>	●	●								
<b>CATASTROPHIC EMERGENCY PLANNING</b>										
• Executive Decision-making Tools	●	●			●			●	●	●
• Planning & Capability Assessments		●	●		●			●		
• Regional Coordination Planning		●	●	●	●	●		●	●	●
• Risk & Hazard Analysis		●			●			●	●	
• Strategic Improvement & Sustainability Plan	●	●	●	●	●	●	●	●	●	●
• Virtual Regional Operations								●		
<b>CBRNE EVENTS</b>										
• Detection Models					●					
• Hazardous Materials & Decontamination					●					
• Improvised Nuclear Device / Weapons of Mass Destruction					●			●		
• Response to IEDs					●		●			
• Radiological Dispersal Device & Sample IAPs								●		
<b>COMMUNICATIONS</b>										
• Broadband Public Safety Network Planning					●		●			
• Cybersecurity							●			
• Communications & Energy Dependencies								●		
<b>COOP/COG PLANNING</b>				●	●	●			●	
<b>DATA, MODELING &amp; GIS</b>	●		●		●		●		●	

# All Sites PLAN 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
<b>FATALITY MANAGEMENT</b>										
• Family Assistance Center	●			●	●			●		●
• Incident Assessment Teams				●				●		
• Mass Fatality Management	●		●	●	●	●		●		
• Victim Identification				●	●	●		●		●
<b>HEALTH &amp; MEDICAL</b>										
• Alternate Care Sites				●						
• Behavioral Mental Health Operational Response Planning							●			
• 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								●		
<b>HOUSING RECOVERY</b>										
• Cruise Ship Study								●		
• Disaster Housing	●		●			●		●		
• Housing Recovery Center						●		●		
• Interim Housing	●		●			●		●		
• Participatory Urban Planning Toolkit								●		
• Rapid Repair Program								●		

## All Sites

# PLAN 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
<b>INFRASTRUCTURE &amp; PUBLIC WORKS</b>										
• Debris Management	●					●			●	
• Infrastructure Database				●	●					
• Energy, Power Outages & Rolling Blackouts								●		
• Energy, Wastewater & Water Dependencies								●		
<b>LOGISTICS</b>										
• Area Logistics Emergency Response Team (ALERT)								●	●	
• Commodity Distribution	●			●	●	●		●	●	●
• Emergency Contracting							●	●		●
• Logistics Center						●		●		
• Pre-scripted Mission Requests							●	●		
• Resource Deployment Matrix										●
• Resource Distribution & Staging Areas	●		●		●	●		●	●	●
• Resource Management & Partners Planning	●	●			●		●	●		
• Volunteer & Donations Management	●				●	●		●		●
<b>MASS CARE &amp; HUMAN SERVICES</b>										
• Access & Functional Needs Planning	●	●	●	●	●	●	●	●	●	●
• Evacuee Tracking and Placement		●				●		●		
• Feeding	●					●		●		●
• Host Community Considerations						●				●
• Household Pets and Service Animals	●					●		●	●	●
• Non-traditional Sheltering						●		●		
• Post Disaster Services					●	●	●			
• Reception Centers and Processing		●				●				
• School District Planning					●					
• Sheltering & Mass Care	●		●			●	●	●	●	●

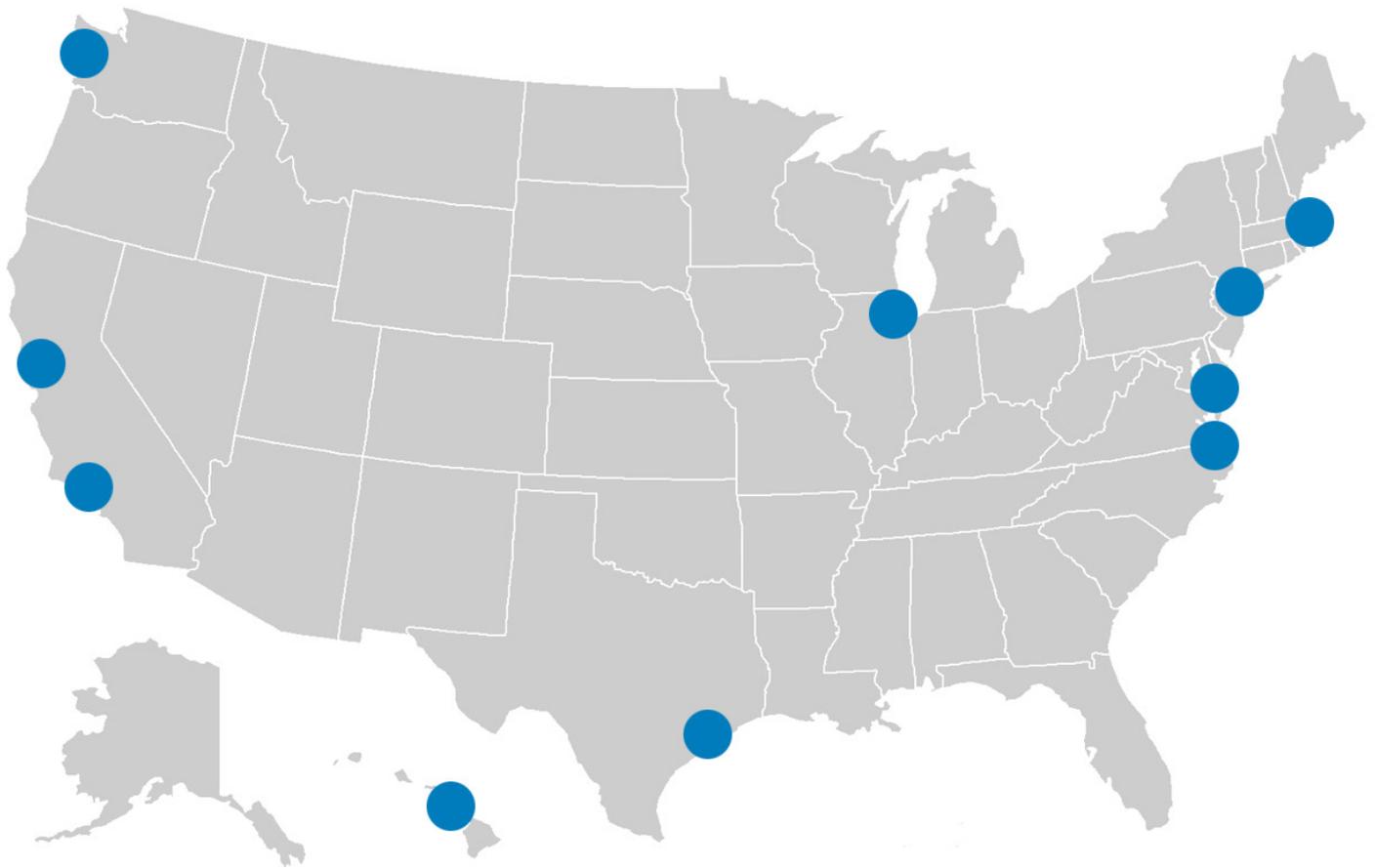
# All Sites

# PLAN 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
<b>PRIVATE SECTOR INTEGRATION</b>										
• Private Sector Planning		•					•	•		
• Regional Catastrophic Anticipation Teams							•			
• Supply Chain Resilience Planning							•			•
<b>PUBLIC INFORMATION &amp; PREPAREDNESS</b>										
• Citizen Preparedness & Outreach Campaigns	•	•	•	•	•	•	•	•		•
• Behavioral Analysis							•			
<b>PUBLIC SAFETY</b>										
• Counter-terrorism Investigation & Law Enforcement					•					
• Emergency Public Safety & Security Response					•					
• HAM Radio Training								•		
• Search & Rescue					•					
• Structural Collapse Rescue										•
<b>RECOVERY</b>										
• Regional Recovery						•	•			
• Community Recovery (CDBG-DR) Playbook								•		
<b>TRANSPORTATION &amp; EVACUATION</b>										
• Mass Evacuation & Coordination	•	•	•			•	•	•	•	•
• Best Practices Guide							•	•	•	
• Multi-modal Transportation Analysis							•	•	•	•
• Transportation Recovery						•				•
• Waterways Transit Tool	•							•		
<b>TRAINING &amp; EXERCISE PROGRAMS</b>	•	•	•	•	•	•	•	•	•	•

All Sites

# CONTACT INFORMATION



## BAY AREA

[www.bayareauasi.org](http://www.bayareauasi.org)

## CHICAGO AREA

Earl J. Mashaw, Project Manager  
(312) 743-1770  
[Earl.mashaw@cityofchicago.org](mailto:Earl.mashaw@cityofchicago.org)

## HAMPTON ROADS

[www.ReadyHamptonRoads.org](http://www.ReadyHamptonRoads.org)

## HONOLULU AREA

Melvin N. Kaku  
(808) 723-8960  
[mkaku@honolulu.gov](mailto:mkaku@honolulu.gov)

## HOUSTON AREA

Melanie Bartis, Program Manager  
[melanie.bartis@houstontx.gov](mailto:melanie.bartis@houstontx.gov)  
Julei Kim, Associate Program Manager  
[julei.kim@houstontx.gov](mailto:julei.kim@houstontx.gov)  
[www.houstonuasi.com](http://www.houstonuasi.com)

## LOS ANGELES AREA

[www.catastrophicplanning.org](http://www.catastrophicplanning.org)  
(213) 202-9956

## NATIONAL CAPITAL REGION

Charles Madden  
[charles.madden@dc.gov](mailto:charles.madden@dc.gov)  
Jennifer Nugent  
[jennifer.nugent@ahcusa.org](mailto:jennifer.nugent@ahcusa.org)

## NEW ENGLAND

Adam Wehrenberg, Project Director  
[Adam.Wehrenberg@cityofboston.gov](mailto:Adam.Wehrenberg@cityofboston.gov)

## NY-NJ-CT-PA

Dina Maniotis, Program Director  
[dmaniotis@oem.nyc.gov](mailto:dmaniotis@oem.nyc.gov)  
Erin McLachlan, Director of Program Development  
[emclachlan@regionalcatplanning.org](mailto:emclachlan@regionalcatplanning.org)  
[www.regionalcatplanning.org](http://www.regionalcatplanning.org)

## PUGET SOUND

Lise Kaye, Manager  
[Lise.Kaye@seattle.gov](mailto:Lise.Kaye@seattle.gov)  
<http://www.seattle.gov/emergency/publications/#r>