

# Urban Area Security Strategy (2008)

## Hartford Urban Area

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### Section 1 > Introduction

#### Purpose

This Urban Area Security Strategy (UASS) describes the Connecticut Department of Emergency Management and Homeland Security (DEMHS) Region 3 strategy for developing capabilities to prevent, protect against, respond to, and recover from natural or man made events (all hazards). It will specifically address how activities implemented under the Urban Area Security Initiative (UASI) will support terrorism preparedness by building or enhancing the necessary capabilities. Many of these capabilities overlap to support efforts in other areas besides terrorism, and the dual use quality will be used to the Region's advantage to better respond to all hazards. The CREPC Strategic Planning Report, April 18, 2007, (Reference 1) provides an overview of the regional efforts and the strategy for going forward prior to being identified as eligible for UASI funding.

Reference 1 is located at [http://www.crcog.org/publications/HomeSecDocs/info/Strategic\\_planning%20report%20\\_%20April\\_2007.pdf](http://www.crcog.org/publications/HomeSecDocs/info/Strategic_planning%20report%20_%20April_2007.pdf)

The proposed outcome of the strategy is the development of regional capabilities that mitigate weaknesses and threats identified by the region during the 2008 Strengths, Weaknesses, Opportunities and Threats (SWOT) analyses. It is the Region's intent to use this Strategy as the foundation to build regional capabilities beyond the UASI grant period by constantly updating the goals and objectives as we make progress, our risk factors change, and other available funding streams are integrated to develop capabilities.

#### Vision

Connecticut DEMHS Region 3 fully PREPARED with COORDINATED CAPABILITIES to prevent, protect against, respond to, and recover from all hazards. RISKS ANALYZED and MINIMIZED – regional RESOURCES EFFECTIVELY AND EFFICIENTLY MANAGED to meet each community's needs.

#### Focus

- Fill gaps in the DEMHS Region 3 capabilities to prevent, protect against, respond to and recover from hazards most likely to occur.
- Use the same mechanisms against hazards that are less likely to occur, but could result in catastrophic consequences for the people and/or



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infrastructure of the Region. Our Regional strategy follows the same concepts and works towards developing the same capabilities as outlined in State and Federal planning processes. Key steps include

1. Assess current capabilities
2. Identify gaps between current and desired capabilities
3. Establish plans to build capabilities needed to fill gaps
4. Build capabilities
5. Continue to assess and build capabilities as needed

-Create strong partnerships between regional governmental, non-governmental and private organizations that sustain regional preparedness well into the future.

-Incorporate special needs planning in all regional endeavors.

### Coordination

The Capitol Region Emergency Planning Committee (CREPC) has lead efforts to build regional capabilities since shortly after (and motivated by) the events that took place on September 11, 2001, and has evolved to be the agency responsible for Region 3 planning efforts. CREPC developed strategic planning documents in 2003, 2004 and 2007 to guide and coordinate efforts. This UASS, building on previous CREPC efforts, is coordinated with all jurisdictions in Region 3, the Metropolitan Medical Response System (MMRS), the Connecticut Citizen's Corp Council, private sector participants, non-profit/non-governmental agencies supporting emergency preparedness and response efforts, the State of Connecticut, and other regional and state agencies. The Region 3 network via CREPC has evolved since September 11, 2001, and is well established and inclusive of regional entities and personnel with similar interest in the security of the Region. The Strategy was developed and approved by the UAWG, the body with decision making authority for the UASI grant. Goal champions from the UAWG volunteered to develop specific goals in the Strategy and staff drafted the final Strategy for UAWG approval. The Region 3 Urban Area Working Group (UAWG) Standard Operating Procedures (Reference 2) describes the governance procedure for this Urban Area and UAWG SOP Figure 1 - UAWG Structure (Reference 3) illustrates the UAWG organization.

Reference 2 is located at [http://www.crcog.org/publications/HomeSecDocs/UASI/UAWG\\_SOP.pdf](http://www.crcog.org/publications/HomeSecDocs/UASI/UAWG_SOP.pdf)

Reference 3 is located at [http://www.crcog.org/publications/HomeSecDocs/UASI/UAWG\\_SOP1.pdf](http://www.crcog.org/publications/HomeSecDocs/UASI/UAWG_SOP1.pdf)

### Effort



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The development of Region 3 Goals and Objectives began during Technical Assistance training in March 2008. This initial work was presented to the UAWG and the UAWG approved goal champions for each of the UAWG approved goals. Each goal champion held small working group meetings to finalize the Goals, Objectives and Implementation Steps. Work groups consisted of applicable ESF representatives from the UAWG and Subject Matter Experts. Staff finalized the Strategy documents for UAWG approval.

### Description of Jurisdictions

The State of Connecticut is divided into five (5) regions by the Department of Emergency Management and Homeland Security (DEMHS) for purposes of emergency management. Hartford is included in Region 3 and is an important hub for the region. All jurisdictions within DEMHS Region 3 are included in this UASI grant application. This includes forty-two (42) municipalities in the capitol region, including twenty-seven (27) municipalities that use the Capitol Region Emergency Planning Committee (CREPC) as their local emergency planning committee for hazardous materials purposes. Regional capability building has been the goal since the FY2004 grant cycle and the UASI process provides an effective mechanism to support this regional effort to protect the entire urban area.

### Description of Regions

Response planning has included the entire Region 3 area since the inception of CREPC and the development of its Regional Emergency Deployment (RED) Plan and continues to be the focus of the UASI process for the Hartford Urban Area. Mutual aid within the Region has always worked well, and task force development continues to provide for smooth coordination of regional resources.

The State of Connecticut has an Intrastate Mutual Aid Agreement (P.A. 07-56). This public act (which all towns and cities participate in) allows for sharing of any and all resources during a declared emergency. Existing mutual aid agreements are also in place and are unaffected by the passing of this act.



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### Section 2 > Goals, Objectives, and Implementation Steps

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**Goal:** GOAL 1: ENHANCE REGION 3 COMMAND AND COORDINATION.

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**Objective** Objective 1.1: Fully operationalize Regional Coordination Center (RCC) by July 2009.

National Priority: Expanded Regional Collaboration

**Step:** 1.1.1. Conduct assessment and develop facility strategy – Completed

**Step:** 1.1.2. Regional ESF-5 implement RCC Facility Renovation Strategy by September 2008.

**Step:** 1.1.3. Regional ESF-5 develop RCC Operations Plan by September 2008.

**Step:** 1.1.4. Review/Approve RCC Operations Plan by December 2008.

**Step:** 1.1.5. Implement RCC Operations Plan by December 2008.

**Step:** 1.1.6. Develop MOA/MOUs as needed with host towns for RCCs by December 2008.

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**Objective** Objective 1.2: Enhance intelligence sharing in Region 3 across all jurisdictions and disciplines by July 2010.

National Priority: Strengthen Information Sharing and Collaboration Capabilities



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**Step:** 1.2.1. Conduct gap assessment in current capability.

**Step:** 1.2.2. Establish regional intelligence gathering capabilities and protocols.

**Step:** 1.2.3. Enhance regional information sharing network.

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**Objective** Objective 1.3: Develop a regional emergency identification system by December 2009.

National Priority: Expanded Regional Collaboration

**Step:** 1.3.1. Conduct assessment in current capability and requirements.

**Step:** 1.3.2. Analyze additional badging needs.

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**Objective** Objective 1.4: Badge all CREPC ESFs by December 2010.

National Priority: Expanded Regional Collaboration

**Step:** 1.4.1. Establish CREPC badging criteria and assess number of individuals needing badges by June 2009.

**Step:** 1.4.2. Establish and implement consistent CREPC badging process by June 2010.

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**Objective** Objective 1.5: Provide adequate human resources to support objectives.



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National Priority: Expanded Regional Collaboration

**Step:** 1.5.1. Evaluate staff requirements.

**Step:** 1.5.2. Identify and hire or contract for needed staff to support achieving objectives and to sustain programs by March 2009.

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**Objective** Objective 1.6: Acquire durable goods, equipment and supplies to support and sustain RCC operations. Process is on-going, initial program acquisition completed by December 2009.

National Priority: Expanded Regional Collaboration

**Step:** 1.6.1. Identify needs for RCC and AHIMT.

**Step:** 1.6.2. Provide office furnishings for the RCC.

**Step:** 1.6.3. Install needed RCC Radio communication platforms.

**Step:** 1.6.4. Install needed RCC information technology platforms.

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**Objective** Objective 1.7: Train staff and responders on RCC operations. Process is on-going, initial training program completed by December 2009.

National Priority: Expanded Regional Collaboration



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- Step:** 1.7.1 Assess RCC training requirements by June 2009.
- Step:** 1.7.2 Develop a training plan for RCC staff that includes EOC and AHIMT emergency operations by October 2009.
- Step:** 1.7.3 Implement training programs by December 2009.

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**Objective** Objective 1.8: Train the regional incident management team to enhance incident management throughout Region 3 by June 2009.

National Priority: Expanded Regional Collaboration

- Step:** 1.8.1. Establish position specific training for key IMT positions by June 2009.
- Step:** 1.8.2. Identify additional training requirements beyond position specific training and provide training by June 2009.
- Step:** 1.8.3. Establish on-going training program for AHIMT training by December 2009.

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**Objective** Objective 1.9: Incorporate RCC and AHIMT in the Region 3 exercise program by December 2009.

National Priority: Expanded Regional Collaboration

- Step:** 1.9.1. Identify standards for the RCC and AHIMT needing evaluation during exercises by June 2009.
- Step:** 1.9.2. Establish exercises that evaluate RCC and AHIMT by December 2010.



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**Goal:** GOAL 2: ENHANCE CBRNE / WMD DETECTION AND RESPONSE.

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**Objective** Objective 2.1: Develop plans to sustain current capabilities while building additional needed capabilities by June 2009.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**Step:** 2.1.1. Assess current (regional and state) plans (including MMRS deliverables 4 & 5) and capabilities to determine gaps in planning, organization, equipment, training and exercising.

**Step:** 2.1.2. Develop regional Concept of Operations Plans and CBRNE/WMD Strategy.

**Step:** 2.1.3. Identify funding needed to sustain current CBRNE/WMD capabilities.

**Step:** 2.1.4. Develop plan for building capabilities needed to fill existing gaps.

**Step:** 2.1.5. Identify funding needed to sustain new capabilities developed.

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**Objective** Objective 2.2: Enhance operational structures needed to respond to any CBRNE/WMD scenario by December 2009. (See Goal 1)

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**Step:** 2.2.1. Assess current operational structure(s) by June 2009.





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**Step:** 2.2.2. Develop any additional operational response structures by December 2009.

**Step:** 2.2.3. Implement revised operational CBRNE/WMD response structure(s) by December 2009.

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**Objective** Objective 2.3: Develop spending plan for sustaining and building needed capabilities by March 2009.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**Step:** 2.3.1. Identify items for procurement for each capability by December 2008.

**Step:** 2.3.2. Establish procurement priorities and purchasing budget by December 2008.

**Step:** 2.3.3. Establish spending plan within budget constraints and in line with priorities by December 2008.

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**Objective** Objective 2.4: Acquire/replace/update current equipment by June 2009.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**Step:** 2.4.1. Implement spending plan in accordance with 2.3.3. above.

**Step:** 2.4.2. Establish accountability for equipment purchased.

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**Objective** Objective 2.5: Acquire identified equipment for enhanced capabilities by December 2009.



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National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**Step:** 2.5.1. Implement spending plan in accordance with 2.3.3. above.

**Step:** 2.5.2. Establish accountability for equipment purchased.

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**Objective** Objective 2.6: Develop a coordinated training and exercise plan for CBRNE detection and response by December 2009.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**Step:** 2.6.1. Assess training requirements for all functional areas by March 2009.

**Step:** 2.6.2. Assess training requirements for regional integrated response across all functional areas by June 2009.

**Step:** 2.6.3. Establish training standards for all functional areas by October 2009. (For example, regional Emergency Services Teams will be trained, equipped and credentialed to FEMA Type 1 Standards, making them available for nation-wide deployment.)

**Step:** 2.6.4. Implement training plan by December 2009.

**Step:** 2.6.5. Assess exercise requirements to meet needs of jurisdictions and regional entities by March 2009.

**Step:** 2.6.6. Implement coordinated regional exercise plan by June 2009.



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**Goal:** GOAL 3: ENHANCE MEDICAL AND PUBLIC HEALTH PREPAREDNESS.

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**Objective** Objective 3.1: Develop an achievable regional medical surge capability by September 2011.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**Step:** 3.1.1. Define and establish achievable target medical surge bed capacity for Region 3 based on the Target Capabilities List bed surge guidance.

**Step:** 3.1.2. Through the MMRS, coordinate planning with regional hospitals, local health departments, Connecticut Department of Public Health, other state agencies, community health centers and private sector stakeholders.

**Step:** 3.1.3. Assess needs for and develop operational capabilities of the Medical Reserve Corps.

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**Objective** Objective 3.2: Establish logistical and operational models for regional alternate care facilities (ACFs) by June 2009.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**Step:** 3.2.1. Complete regional assessment of ACF sites using Region 3 modified survey tool by June 2009.

**Step:** 3.2.2. Conduct inventory of current assets to support ACF sites by June 2009.

**Step:** 3.2.3. Complete CAPSTONE project with USMA-West Point for ACF logistics & best options for operational models by May 2009.



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**Step:** 3.2.4. Use data from USMA CAPSTONE Project to determine ACF resource requirements in blocks of 50 beds including Human Resources (professional and volunteer staff), durable and non-durable equipment by January 2009.

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**Objective** Objective 3.3: Develop and implement an effective regional Mass Prophylaxis capacity by June 2009.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**Step:** 3.3.1. Identify Best / Promising Practices from Cities Readiness Initiative for Region 3 by June 2009.

**Step:** 3.3.2. Develop plans for at least two (2) Alternative Methods of Dispensing by June 2009.

**Step:** 3.3.3. Implement "Regional" POD system by June 2009.

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**Objective** Objective 3.4: Adopt Regional Alternative Standards of (Medical) Care (ASC) in accordance with anticipated State and/or Federal guidelines (when available).

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**Step:** 3.4.1. Identify state and federal guidelines for ASC when developed.

**Step:** 3.4.2. Develop regional protocols for implementation of ASC standards.

**Step:** 3.4.3. Involve and educate the public on ASC.



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**Objective** Objective 3.5: Develop caches of durable medical goods by June 2011.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**Step:** 3.5.1. Determine what durable medical supplies are appropriate for “cached” storage.

**Step:** 3.5.2. Determine appropriate storage sites throughout region.

**Step:** 3.5.3. Develop and implement MOUs/MOAs for the hosting or storage of selected equipment.

**Step:** 3.5.4. Determine non-durable medical supplies and resource needs for ACF.

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**Objective** Objective 3.6: Provide adequate human resources to support objectives by March 2009.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**Step:** 3.6.1. Evaluate staff requirements.

**Step:** 3.6.2. Identify and hire/contract for needed staff to support achieving objectives.

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**Objective** Objective 3.7: Develop Investment Plan for medical goods and supplies by December 2009.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities



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- Step:** 3.7.1. Examine options for the acquisition of storage capacity for selected medical goods and supplies.
- Step:** 3.7.2. Implement best option for acquiring needed storage.
- Step:** 3.7.3. Examine options for the acquisition of selected medical goods and supplies.
- Step:** 3.7.4. Implement best option for acquiring needed supplies.
- Step:** 3.7.5. Examine options for caching of non-durable medical supplies and resources in hospital revolving stock or Vendor Managed Inventory.
- Step:** 3.7.6. Examine options for deployment, or distribution of non-durable medical supplies.
- Step:** 3.7.7. Implement best option for the acquisition/maintenance of non-durable medical supplies.

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**Objective** Objective 3.8: Expand regional pharmaceutical countermeasure cache to protect all regional first responders and their families by December 2009.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

- Step:** 3.8.1. Assess current capacity for protecting first responders, critical infrastructure personnel and household family members by implementing electronic database by June 2009.
- Step:** 3.8.2. Address anticipated shortfalls via a regional controlled cache of Vendor Managed Inventory.



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**Objective** Objective 3.9: Develop a regional Emergency Medical Supply Cache (consistent with Goal 3.1) for a 1,000 patient Mass Casualty Event (MCE) by December 2009.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**Step:** 3.9.1. Assess current MCE capabilities.

**Step:** 3.9.2. Complete and expand CT-DPH MCE equipment initiative by developing a network of smaller regional caches and establishing needed MOUs/MOAs with host jurisdictions or agencies.

**Step:** 3.9.3. Acquire resources identified to expand capability.

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**Objective** Objective 3.10: Train responders on established medical cache by June 2009.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**Step:** 3.10.1. Develop region wide training program for first responders and ESF-8 volunteers.

**Step:** 3.10.2. Leverage Vendor training options.

**Step:** 3.10.3. Implement region wide training program for first responders and ESF-8 volunteers.

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**Objective** Objective 3.11: Exercise staff and equipment through coordinated regional exercise program (ongoing, beginning June 2009).



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National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**Step:** 3.11.1. Expand current exercise programs to include critical planning and operational partners.

**Step:** 3.11.2. Coordinate various exercise programs to better integrate various disciplines into appropriate exercises.

**Step:** 3.11.3. Implement region wide training and exercise programs.





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**Goal:** GOAL 4: ENHANCE CITIZEN PREPAREDNESS.

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**Objective** Objective 4.1: Develop a preparedness plan that includes individual and neighborhood preparedness and Mass Alerting and Notification capability by December 2009.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** 4.1.1. Reach out to major stakeholders for citizen preparedness planning strategies by July 2009.

**Step:** 4.1.2. Expand and enhance collaboration and planning efforts with Private Sector, Higher Education, and Faith-based organizations for Citizen Outreach by July 2009.

**Step:** 4.1.3. Include Special Needs planning considerations in the citizen preparedness plan by December 2009.

**Step:** 4.1.4. Establish preparedness program themes and messages by December 2009.

**Step:** 4.1.5. Establish and maintain a process to evaluate citizen preparedness by December 2009.

**Step:** 4.1.6. Finalize plans to implement a Mass Alerting and Notification capability by July 2009.

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**Objective** Objective 4.2: Develop a citizen preparedness marketing plan by December 2009.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities



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**Step:** 4.2.1. Identify key non-governmental partners (Private Sector, Higher Education, Faith-based organizations) for Citizen Outreach by June 2009.

**Step:** 4.2.2. Identify best practice tools, techniques, and processes for Citizen Outreach by June 2009.

**Step:** 4.2.3. Identify opportunities to coordinate with, and to leverage the communications capabilities of, private sector partners by December 2009.

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**Objective** Objective 4.3: Implement individual and neighborhood citizen preparedness programs by December 2009.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** 4.3.1. Identify person(s) responsible for meeting objective by March 2008.

**Step:** 4.3.2. Expand/establish Private Sector, Higher Education, and Faith-based participation in delivering citizen preparedness themes and messages by December 2010.

**Step:** 4.3.3. Schedule and make presentations to groups through social, civic, professional, and other organizations to reach 30% of the Region's population by December 2009 and an additional 40% by December 2011.

**Step:** 4.3.4. Schedule and carryout training to establish six new Neighborhood Emergency Teams by December 2009.

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**Objective** Objective 4.4: Implement citizen preparedness marketing plan by January 2010.



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National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** 4.4.1. Identify person(s) responsible for meeting objective.

**Step:** 4.4.2. Establish progress benchmarks and monitor progress of implementation.

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**Objective** Objective 4.5: Coordinating with the Private Sector, create additional Community Emergency Response Team (CERT) capabilities by December 2009.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** 4.5.1. Identify person(s) responsible for meeting objective.

**Step:** 4.5.2. Recruit and train 50 CERT team members to support RCC operations.

**Step:** 4.5.3. Recruit and train 50 CERT team members to assist special needs populations.

**Step:** 4.5.4. Recruit and train 20 CERT team members with fluencies in foreign languages to assist with translation and interpretation for non-English speaking residents.

**Step:** 4.5.5. Recruit and train CERT team members adequate to support shelter operations identified in Implementation Step 7.1.5.

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**Objective** Objective 4.6: Provide adequate human resources to support objectives.



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National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** 4.6.1. Evaluate staff requirements.

**Step:** 4.6.2. Identify and hire or contract for needed staff to support achieving objectives and to sustain programs by March 2009.

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**Objective** Objective 4.7: Purchase program materials as identified (ongoing, starting December 2009).

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** 4.7.1. Identify quantities needed to implement citizen and neighborhood preparedness plans.

**Step:** 4.7.2. Identify inventory storage locations and distribution methods.

**Step:** 4.7.3. Identify potential sources, leveraging private resources.

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**Objective** Objective 4.8: Acquire technological solution to Mass Alerting and Notification by December 2009.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** 4.8.1. Identify and leverage state investments in mass alerting and notification, as appropriate, by June, 2009.

**Step:** 4.8.2. Identify existing municipal investments and/or contracts for mass alerting and notification, by June 2009.



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**Step:** 4.8.3. Designate committee to select regional solution.

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**Objective** Objective 4.9: Develop adequate citizen preparedness Train the Trainer capacity by July 2009.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** 4.9.1. Identify person(s) responsible for meeting objective by April 2009.

**Step:** 4.9.2. Assess current Train the Trainer capacity by June 2009.

**Step:** 4.9.3. Schedule training and recruit participants (ongoing starting September 2009).

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**Objective** Objective 4.10: Incorporate citizen and neighborhood preparedness concepts in regional exercises by December 2009.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** 4.10.1. Identify person(s) responsible for meeting objective.

**Step:** 4.10.2. Coordinate with state, regional, and local training coordinators to include citizen and neighborhood preparedness concepts in regional exercises.



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**Goal:** GOAL 5: SUSTAIN REGIONAL PREPAREDNESS AND COLLABORATION.

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**Objective** Objective 5.1: Develop a process to sustain regional collaboration and capabilities across Region 3 by June 2009.

National Priority: Expanded Regional Collaboration

**Step:** 5.1.1. Identify stakeholders among local jurisdictions, state agencies, private entities, non-governmental organizations and other resident organizations by June 2009.

**Step:** 5.1.2. Develop marketing / education campaign for regional stakeholders by March 2009.

**Step:** 5.1.3. Launch stakeholder campaign to stimulate interest and encourage participation among stakeholders by June 2009.

**Step:** 5.1.4. Explore options for incorporating state entities in the RCC process by December 2008.

**Step:** 5.1.5. Conduct capability gap assessment using FEMA Capabilities Assessment Tool by January 2009.

**Step:** 5.1.6. Assess fiscal impact of regional homeland security projects on Region 3 jurisdictions, private and non-governmental organizations.

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**Objective** Objective 5.2: Develop Region-wide common practices / Standard Operating Policies by December 2009.

National Priority: Expanded Regional Collaboration



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- Step:** 5.2.1. Review/Approve regional CBRNE/WMD Plans within 3 months of final draft development (see 2.1.2.).
- Step:** 5.2.2. Implement regional CBRNE/WMD Plans within 5 months of final draft development.
- Step:** 5.2.3. Identify other areas needing region wide policy/procedure development by January 2009.
- Step:** 5.2.4. Determine NIMS compliance reporting requirements and establish regional program to meet needs by September 2009.
- Step:** 5.2.5. Establish policies for use of regional assets.

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**Objective** Objective 5.3: Establish inventory management plan to allow immediate understanding of regional readiness to respond to any CBRNE/WMD scenario by December 2009.

National Priority: Expanded Regional Collaboration

- Step:** 5.3.1. Assess current inventory management system capabilities and identify other options by December 2008.
- Step:** 5.3.2. Implement regional inventory management system by March 2009.
- Step:** 5.3.3. Use strategies identified in above implementation steps to facilitate consistency and sustainability across all regional projects. Timelines will be developed for each project.

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**Objective** Objective 5.4: Provide adequate human resources to support objectives by March 2009.



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National Priority: Expanded Regional Collaboration

**Step:** 5.4.1 Evaluate staff requirements by December 2008.

**Step:** 5.4.2 Identify and hire or contract for needed staff to support achieving objectives and to sustain programs by March 2009.

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**Objective** Objective 5.5: Manage regional training and exercise programs by December 2008.

National Priority: Expanded Regional Collaboration

**Step:** 5.5.1 Formally adopt the Homeland Security Exercise and Evaluation Program (HSEEP) as regional standard by December 2008.

**Step:** 5.5.2 Train key stakeholders in the HSEEP process by June 2009.

**Step:** 5.5.3 Formalize exercise scheduling, conduct and reimbursement process by December 2008.

**Step:** 5.5.4 Establish and maintain a regional exercise schedule by December 2008.





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**Goal:** GOAL 6: HARDEN CRITICAL INFRASTRUCTURE.

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**Objective** Objective 6.1: Develop a Region 3 Critical Infrastructure Protection Plan by December 2011.

National Priority: Implement the NIPP

**Step:** 6.1.1. Establish a Region 3 Law Enforcement/Key First Responder Critical Infrastructure Working Group (CIWG) in collaboration with Federal, State, Regional, Local and Private Sector partners by June 2009.

**Step:** 6.1.2. CIWG assess current capabilities and deficiencies in critical infrastructure assessment, hardening, protection and response.

**Step:** 6.1.3. CIWG determine the status of existing vulnerability assessments/surveys.

**Step:** 6.1.4. CIWG assess needs for additional assessments.

**Step:** 6.1.5. CIWG identify infrastructures at risk.

**Step:** 6.1.6. Establish Local, Regional and State responsibilities for critical infrastructure protection, security and response.

**Step:** 6.1.7. CIWG design a critical infrastructure risk mitigation program.

**Step:** 6.1.8. CIWG identify security and response measures for local and regional implementation.



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**Objective** Objective 6.2: Assess status of current Region-wide traffic management and diversion plans by October 2009.

National Priority: Implement the NIPP

**Step:** 6.2.1. Review current and proposed region based traffic management plans specific to evacuation, or citizenry relocation by June 2009.

**Step:** 6.2.2. Determine need for local or community based traffic management plans by October 2009.

**Step:** 6.2.3. Determine gaps in local or community based traffic management plans by October 2009.

**Step:** 6.2.4. Develop corrective action plan for any identified gaps by December 2009.

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**Objective** Objective 6.3: Implement actionable measures identified in the Critical Infrastructure Protection Plan by December 2012.

National Priority: Implement the NIPP

**Step:** 6.3.1. CIWG identify measures capable of implementation based on fiscal constraints, risks and gap analysis as the Plan is developed.

**Step:** 6.3.2. Develop implementation plan for each identified actionable risk mitigation measure.

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**Objective** Objective 6.4: Acquire any equipment needs as necessitated by previous objectives specifically 6.1 and 6.3 by June 2012.



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

National Priority: Implement the NIPP

**Step:** 6.4.1. Determine best options for specific resource tools or equipment identified as a result of work done by the CIWG in accordance with CIWG timelines.

**Step:** 6.4.2. Acquire specific tools or equipment as needed to support CIWG objectives.

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**Objective** Objective 6.5: Provide awareness training on critical infrastructure protection plan and critical infrastructure risk mitigation program by December 2011.

National Priority: Implement the NIPP

**Step:** 6.5.1. Identify critical infrastructure protection planning and risk mitigation awareness training requirements by December 2009.

**Step:** 6.5.2. Develop critical infrastructure awareness training by June 2010.

**Step:** 6.5.3. Implement critical infrastructure training program by December 2010.

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**Objective** Objective 6.6: Evaluate risk mitigation strategies by exercising infrastructure protection plans by December 2012.

National Priority: Implement the NIPP

**Step:** 6.6.1. Identify critical infrastructure protection plan aspects that are able to be evaluated during exercises by December 2011.



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

**Step:** 6.6.2. Incorporate critical infrastructure in regional exercises by December 2012.



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

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**Goal:** GOAL 7: IMPROVE MASS CARE CAPABILITY.

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**Objective** Objective 7.1: Develop a regional integrated shelter plan (in collaboration with ongoing State efforts) by December 2009 that provides adequate regional mass care shelter capability and special needs shelter capability via a Universal Access Shelter Network.

National Priority: Expanded Regional Collaboration

**Step:** 7.1.1. Evaluate current shelter capacity (facilities, equipment, supplies, and staff) by June 2009.

**Step:** 7.1.2. Establish target capacity for all shelter needs by December 2009.

**Step:** 7.1.3. Identify locations to establish target shelter capability by June 2010.

**Step:** 7.1.4. Establish equipment (including communications equipment) and supplies requirements to achieve target shelter capabilities by June 2010.

**Step:** 7.1.5. Establish staff requirements to serve target shelter capabilities by June 2010.

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**Objective** Objective 7.2: Review, and update as needed, the regional evacuation plan (in collaboration with ongoing State efforts) by December 2010.

National Priority: Expanded Regional Collaboration

**Step:** 7.2.1. Identify person(s) responsible for accomplishing objective.



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

**Step:** 7.2.2. Establish working committee.

**Step:** 7.2.3. Review evacuation planning already in place at state, regional and local levels.

**Step:** 7.2.4. Identify gaps in evacuation planning and preparedness.

**Step:** 7.2.5. Address these gaps to develop an effective evacuation plan.

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**Objective** Objective 7.3: Prepare identified facilities for shelter operation (ongoing, 2007-2012).

National Priority: Expanded Regional Collaboration

**Step:** 7.3.1. Identify person(s) responsible for accomplishing objective.

**Step:** 7.3.2. Identify list of required attributes/features of a “prepared” facility.

**Step:** 7.3.3. Assess preparedness of identified facilities against list.

**Step:** 7.3.4. Identify and address shortfalls / needed modifications.

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**Objective** Objective 7.4: Establish logistical system for sheltering equipment and supplies by June 2010.

National Priority: Expanded Regional Collaboration



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

**Step:** 7.4.1. Identify storage locations for sheltering equipment and supplies.

**Step:** 7.4.2. Identify and put in place an inventory management system.

**Step:** 7.4.3. Identify transportation requirements to move equipment and supplies from storage locations to shelters.

**Step:** 7.4.4. Establish MOUs/MOAs / contracts for use of storage locations and transportation services.

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**Objective** Objective 7.5: Build human resource capability to establish and manage all regional shelter operations (ongoing, 2009-2014).

National Priority: Expanded Regional Collaboration

**Step:** 7.5.1. Identify needed human resources to establish and manage all regional shelter operations.

**Step:** 7.5.2. Identify human resources currently available for these tasks.

**Step:** 7.5.3. Via Regional Emergency Support Functions 6, 8, 11, 14, 16, 20 and 21, collaborate with all current and potential shelter operations stakeholders in local jurisdictions, faith-based organizations, private sector and higher education institutions to address the gaps identified and to build needed shelter operations human resource capability.

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**Objective** Objective 7.6: Provide adequate human resources to support objectives by March 2009.

National Priority: Expanded Regional Collaboration



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

**Step:** 7.6.1. Evaluate staff requirements.

**Step:** 7.6.2. Identify and hire or contract for needed staff to support achieving objectives.

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**Objective** Objective 7.7: Acquire necessary standard shelter cots/blankets/pillows and special needs cots/blankets/pillows (Westcott 400) (ongoing, 2010-2012, linked to logistical system – 7.4).

National Priority: Expanded Regional Collaboration

**Step:** 7.7.1 Identify needed equipment and supplies.

**Step:** 7.7.2 Purchase, or have contracts in place to be supplied with, needed equipment and supplies.

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**Objective** Objective 7.8: Acquire additional equipment and supplies necessary to equip the planned shelter network (ongoing, 2010-2012, linked to logistical system – 7.4).

National Priority: Expanded Regional Collaboration

**Step:** 7.8.1 Identify needed equipment and supplies.

**Step:** 7.8.2 Purchase, or have contracts in place to be supplied with, needed equipment and supplies.

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**Objective** Objective 7.9: Train staff and responders in shelter operations.





# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

National Priority: Expanded Regional Collaboration

**Step:** 7.9.1 Develop a curriculum for permanent staff and for “just-in-time” training by December 2009.

**Step:** 7.9.2 Provide training for shelter staff on serving special needs populations by December 2009.

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**Objective** Objective 7.10: Incorporate mass care capability exercise scenarios in the regional integrated exercise plan by December 2009.

National Priority: Expanded Regional Collaboration

**Step:** 7.10.1 Include RESF 6 Mass Care representative on regional training and exercise committee.

**Step:** 7.10.2 Develop exercise scenarios that include mass care capabilities.



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

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**Goal:** GOAL 8: ENHANCE CAPABILITY FOR ECONOMIC AND COMMUNITY RECOVERY.

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**Objective** Objective 8.1: Develop a program (1) to increase awareness on the part of businesses and other organizations of the need for Continuity of Operations Plans (COOP), and (2) to facilitate and assist with developing, training, and exercising these plans by December 2009.

National Priority: Expanded Regional Collaboration

**Step:** 8.1.1. Identify businesses and other organizations in the region by December 2008.

**Step:** 8.1.2. Develop consistent message along with information needed to make the message specific and meaningful to different target audiences by December 2009.

**Step:** 8.1.3. Identify target audiences for first-year focus by December 2009.

**Step:** 8.1.4. Review current efforts and identify best practices and private industry resources by December 2009.

**Step:** 8.1.5. Adopt a standardized template for the region for initial coops by December 2009.

**Step:** 8.1.6. Develop a toolbox of “coffee break training” opportunities to support continuity of operations planning by December 2009.

**Step:** 8.1.7. Develop initial schedule of presentations by March 2010.



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

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**Objective** Objective 8.2: Establish regional continuity of government (cog) training program for local jurisdictions by December 2009.

National Priority: Expanded Regional Collaboration

**Step:** 8.2.1. Identify individual(s) responsible for project by December 2008.

**Step:** 8.2.2. Identify and assess existing training programs by March 2009.

**Step:** 8.2.3. Select or develop training program by June 2009.

**Step:** 8.2.4. Identify / select trainers by September 2009.

**Step:** 8.2.5. Schedule first training by December 2009.

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**Objective** Objective 8.3: Establish RESF-14 Long Term Recovery by December 2008.

National Priority: Expanded Regional Collaboration

**Step:** 8.3.1. Identify partners, including linkages to ESF 8, local government, key state agencies, among others, by December 2008.

**Step:** 8.3.2. Hold first meeting and set schedule of regular meetings by December 2008.

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**Objective** Objective 8.4: Build/expand public/private partnerships (ongoing, beginning September 2008)



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

National Priority: Expanded Regional Collaboration

**Step:** 8.4.1. Develop public/private program planning team by December 2008.

**Step:** 8.4.2. Identify and develop relationships with business and organizational associations that can become program partners or can be used as vehicles to implement the awareness, planning, and training/exercise programs by March 2009.

**Step:** 8.4.3. In partnership with state agencies and state-wide organizations, plan and present statewide kick-off conference on Continuity of Operations and Continuity of Government Planning by March 2010.

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**Objective** Objective 8.5: Provide adequate human resources to support objectives by March 2009.

National Priority: Expanded Regional Collaboration

**Step:** 8.5.1. Evaluate staff requirements.

**Step:** 8.5.2. Identify and hire or contract for needed staff to support achieving objectives and to sustain programs by March 2009.

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**Objective** Objective 8.6: Involve private stakeholders in Regional exercise programs by March 2009.

National Priority: Expanded Regional Collaboration

**Step:** 8.6.1. Establish regional training and exercise workgroup with private stakeholder representation by December 2008.



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

**Step:** 8.6.2. Provide opportunities for businesses to exercise their COOPs by March 2009.



# Urban Area Security Strategy (2008)

## Hartford Urban Area

Status: Data Entry In Progress

### Section 3 > Evaluation Plan

#### Evaluation Plan

The UAWG established a plan with designated time frames for completing objectives. Progress in meeting these timelines is monitored continuously by staff and reports on progress are provided to goal champions regularly and at regular monthly CREPC meetings to the entire CREPC body. Expected progress in filling gaps can be measured on an annual basis as gaps are analyzed initially and as progress in filling the gaps is made and tracked. UAWG meetings will be held on a quarterly basis to review progress, update and adjust spending plans and make any other decisions needed. Goal champions are also expected to track progress on their goals and forward any issues for UAWG consideration.

