

1.1.1 – Develop and Periodically Update the Strategic Plan

Document the process, policies, and practices to be followed in producing the Regional strategic plan, with particular focus on the roles played in the planning process by the SPG Committee, CAO Committee, R-ESF Committee Chairs, EPC (including a broad cross section of private and civic sector participants), and the ONCRC. Regularly update, based on lessons learned and new information, both the Strategic Plan and the development process.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Initial draft of proposed strategic planning process	October 2005
NCR participants approve process	December 2005
First strategic plan complete	August 2006
Lessons learned from previous cycle captured	October 2006
New cycle requirements drafted	February 2007
Revised process adopted by NCR participants	March 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Initial draft of proposed strategic planning process</i>	<i>October 2005</i>	<i>100%</i>
<i>NCR participants approve process</i>	<i>December 2005</i>	<i>100%</i>
<i>First strategic plan complete</i>	<i>August 2006</i>	<i>100%</i>
<i>Lessons learned from previous cycle captured</i>	<i>September 2006</i>	<i>100%</i>
<i>New requirements drafted and approved by EPC (version 2)</i>	<i>July 2007</i>	<i>0%</i>
<i>Revised strategic plan adopted by EPC and NCR participants (version 2)</i>	<i>January 2008</i>	<i>0%</i>
<i>Lessons learned from previous cycle captured</i>	<i>January 2008</i>	<i>0%</i>
<i>New requirements drafted and approved by EPC (version 3)</i>	<i>July 2008</i>	<i>0%</i>
<i>Revised strategic plan adopted by EPC and NCR participants (version 3)</i>	<i>January 2009</i>	<i>0%</i>
<i>Lessons learned from previous cycle captured</i>	<i>January 2009</i>	<i>0%</i>

Analysis

Initiative 1.1.1 has 4 of the 10 milestones 100% percent complete on time. Four updated milestones were added to the six original milestones to reflect the annual revision of the strategic plan and changes of priorities due to the updated release of the Target Capabilities List. The “Lesson learned from previous cycle captured” milestone was accomplished through publications of notes from various meetings. The last two original milestones have delayed target dates due to the delay in the 07 UASI application process and the delay in the release of the updated Target Capabilities List.

1.1.2 – Document and implement the components and sequence of the NCR homeland security regional planning process, incorporating results of lessons learned

Document how implementation plans for specific Initiatives and action items are developed, based on the Strategic Plan. Include steps to incorporate the results of performance and risk-based assessments such as EMAP and the Nationwide Plan Review. Specify roles for all of the NCR Partners.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Current project execution planning process documented	November 2006
Stakeholder interviews complete	January 2007
Capability assessment complete	January 2007
Concept Papers submitted	January 2007
Projects prioritized	February 2007
UASI application submitted	February 2007
New process drafted	March 2007
New process validated with stakeholders	May 2007
UASI grant awarded	May 2007
Process ratified	June 2007
Project plans developed	June 2007
UASI funds allocated	July 2007
Program management plan developed	August 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Current project execution planning process documented</i>	<i>November 2006</i>	<i>100%</i>
<i>Stakeholder interviews complete</i>	<i>January 2007</i>	<i>100%</i>
<i>Capability assessment complete</i>	<i>January 2007</i>	<i>100%</i>
<i>Stakeholder prioritization and investment development</i>	<i>February 2007</i>	<i>100%</i>
<i>UASI application submitted</i>	<i>April 2007</i>	<i>100%</i>
<i>New process drafted for distributing funds</i>	<i>April 2007</i>	<i>100%</i>
<i>New process validated with stakeholders and implemented</i>	<i>April 2007</i>	<i>100%</i>
<i>UASI grant awarded</i>	<i>July 2007</i>	<i>0%</i>
<i>Project plans developed</i>	<i>May 2007</i>	<i>100%</i>
<i>UASI funds allocated</i>	<i>September 2007</i>	<i>0%</i>
<i>07 Program management plan developed</i>	<i>September 2007</i>	<i>0%</i>

Analysis

Initiative 1.1.2 has 8 of the 11 milestones 100% completed. Two milestones, “UASI application submitted” and “New process drafted for distributing funds,” are now 100% complete but were

delayed because DHS released the 07 UASI grant guidance late. Two milestones were deleted from the original 13 milestones because they were rolled into other milestones. The “Process ratified” milestone was combined with the “New process validated with stakeholders and implemented” milestone. The “Concept Paper submitted” and “Projects prioritized” milestones were combined into one milestone that now reads “Stakeholder prioritization and investment development.”

The “UASI grant award” milestone was extended due to the late release of the 07 UASI grant guidance causing a delay in the grant award. The last two milestones also have delayed dates due to the late release of the grant guidance by DHS.

1.2.1 – Design and conduct a risk-based threat analysis to identify and address gaps in regional preparedness

Develop a methodology for identifying and assessing security risks in the NCR, using a scenario-based risk and threat assessment consistent with HSPDs 7 and 8. Conduct the analysis using the methodology to identify risks due to gaps in preparedness. Develop, prioritize, and select the appropriate risk countermeasures to remedy identified gaps.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Risk analysis requirements defined	September 2006
Potential methodologies documented and evaluated	September 2006
Approach selected and adapted	October 2006
Risk analysis design approved	October 2006
Scenarios developed	November 2006
Threat, vulnerability and impact quantified	December 2006
Potential countermeasures identified	January 2007
Validated countermeasures completed and costed	February 2007
Countermeasures ranked and selected for action	March 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Risk analysis requirements defined</i>	<i>September 2006</i>	<i>100%</i>
<i>Potential methodologies documented and evaluated</i>	<i>September 2006</i>	<i>100%</i>
<i>Approach selected and adapted</i>	<i>October 2006</i>	<i>100%</i>
<i>Risk analysis design approved</i>	<i>October 2006</i>	<i>100%</i>
<i>Scenarios developed</i>	<i>November 2006</i>	<i>100%</i>
<i>Threat, vulnerability and impact quantified</i>	<i>December 2006</i>	<i>100%</i>
<i>Potential countermeasures identified</i>	<i>March 2007</i>	<i>100%</i>
<i>Validated countermeasures completed and costed</i>	<i>October 2007</i>	<i>25%</i>
<i>Countermeasures ranked and selected for action</i>	<i>November 2007</i>	<i>0%</i>

Analysis

Initiative 1.2.1 has 7 of the 9 milestones 100% percent complete. The “potential countermeasures identified” milestone is complete but was delayed due to the late release of the NCR’s Hazard Identification and Risk Assessment (HIRA). The last two milestones were also pushed out due to the late release of the HIRA and are projected to be complete prior to the 08 UASI application.

1.2.2 – Establish a requirements generation and prioritization process that addresses needs of all practitioners

Translate the selected countermeasures from the risk assessment into requirements at the regional, jurisdictional, and state levels. Involve the R-ESFs in this process to emphasize understanding the vantage point of the end-user.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Revised ESF roles, responsibilities, and membership documented	March 2007
All requirements implied by selected countermeasures identified	April 2007
Net requirements aligned to entities	May 2007
Requirements prioritized	June 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Revised ESF roles, responsibilities, and membership documented</i>	<i>November 2007</i>	<i>0%</i>
<i>All requirements implied by selected countermeasures identified</i>	<i>December 2007</i>	<i>0%</i>
<i>Net requirements aligned to entities</i>	<i>December 2007</i>	<i>0%</i>
<i>Requirements prioritized</i>	<i>December 2007</i>	<i>0%</i>

Analysis

Initiative 1.2.2 has 0 of 4 milestones 100% complete. The target dates have been pushed out to late 2007. This initiative relies heavily on the HIRA recommendations. The combination of the delay in the release of the HIRA and the delay in the release of the 07 UASI grant guidance led to a lack of movement in this initiative. The 07 UASI application process was occurring during the original target dates and the application was the main priority for the stakeholders in the NCR.

1.3.1 – Establish regional oversight and accountability function with appropriate tools and resources for performance transparency

Establish a specific oversight and accountability role for the EPC, SPG, and CAOs to ensure that performance targets are being met and programs are being implemented efficiently. Foster increased transparency, openness, and coordination by setting up technology tools and other resources allowing all Regional stakeholders to be aware of activities and Initiatives occurring throughout the NCR. The Initiative intent is to ensure that project management, system performance, and bottom line public service objectives are being met.

Original Milestones

Milestone (from Strategic Plan)	Target Date
MWCOG website developed	October 2005
Project management training provided	December 2005
Program management plan developed	August 2006
Performance definitions and measures established	October 2006
NCR entities report regularly against measures	January 2007
NCR conducts Region-wide performance reviews	March 2007
Entities provide plans for addressing performance gaps	June 2007
Types of information-sharing support needs identified	April 2007
Functional specification for new information-sharing capabilities established	May 2007
NCR performance data is made publicly available	September 2007
Information-sharing system use and security policies and standards developed	July 2007
Information-sharing capabilities designed	September 2007
Capabilities implemented	January 2008

Updated Milestones

Milestone	Target Date	Progress
<i>MWCOG website developed</i>	<i>October 2005</i>	<i>100%</i>
<i>Project management training provided</i>	<i>December 2005</i>	<i>100%</i>
<i>Program management plan developed</i>	<i>August 2006</i>	<i>100%</i>
<i>Performance definitions and measures established</i>	<i>October 2006</i>	<i>100%</i>
<i>NCR entities report regularly against measures</i>	<i>January 2007</i>	<i>100%</i>
<i>NCR conducts Region-wide performance reviews</i>	<i>March 2007</i>	<i>100%</i>
<i>Entities provide plans for addressing performance gaps</i>	<i>June 2007</i>	<i>100%</i>
<i>Types of information-sharing support needs identified</i>	<i>August 2007</i>	<i>75%</i>
<i>Functional specification for new information-sharing capabilities established</i>	<i>October 2007</i>	<i>50%</i>
<i>Information-sharing system use and security policies and standards developed</i>	<i>July 2007</i>	<i>100%</i>

<i>Information-sharing capabilities designed</i>	<i>October 2007</i>	<i>50%</i>
<i>Capabilities implemented</i>	<i>January 2008</i>	<i>50%</i>

Analysis

Initiative 1.3.1 has 8 of 12 milestones 100% complete on time or ahead of schedule. One milestone, “NCR performance data is made publicly available,” was deleted because some performance data is sensitive information and is protected from FOIA. The remaining three milestones all have new target dates in late 2007. They were pushed out to account for the late release of the 07 UASI grant guidance. All three are on track to be completed in 2007.

1.3.2 - Develop investment lifecycle planning approach to ensure infrastructure and resources are available to support multi-year operational capabilities

Establish and adopt methodologies for lifecycle cost estimating when making investment decisions, in order to ensure that investments are funded to include full multi-year operational costs. Develop mechanisms to coordinate application of these methodologies across Regional jurisdictions to investments in public and private infrastructure and reserve capability.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Long-term risk mitigation investment policy objectives established	October 2007
Strategic planning guidance developed based on these objectives for Regional public- and private-sector entities	November 2007
Objectives reflected in grant applications	December 2007
Life-cycle investment planning guidance standards established	January 2007
Life-cycle guidance applied to grants process	March 2007
Investment policy objectives reflected in various Regional and jurisdictional plans	March 2007
Life-cycle guidance applied to internal decision-making processes within NCR	October 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Long-term risk mitigation investment policy objectives established</i>	<i>October 2007</i>	<i>0%</i>
<i>Strategic planning guidance developed based on these objectives for Regional public- and private-sector entities</i>	<i>November 2007</i>	<i>0%</i>
<i>Objectives reflected in grant applications</i>	<i>December 2007</i>	<i>0%</i>
<i>Life-cycle investment planning guidance standards established</i>	<i>January 2007</i>	<i>100%</i>
<i>Life-cycle guidance applied to grants process</i>	<i>March 2007</i>	<i>100%</i>
<i>Life-cycle guidance applied to internal decision-making processes</i>	<i>September 2007</i>	<i>25%</i>

<i>within NCR</i>		
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Analysis

Initiative 1.3.2 has 2 of 6 original milestones 100% complete.

Three of the milestones have target dates in late 2007 and they are on track to meet those dates. They are currently at 0% and were delayed because of the 07 UASI grant application deadline. Work is anticipated to start in the next month with the release of the 07 UASI award.

The milestone “Investment policy objectives reflected in various Regional and jurisdictional plans” was deleted because this initiative does not reflect operational planning. The last milestone is now targeted for September 2007 instead of October 2007. The milestone was moved up because its completion is required for allocation of 07 UASI funds.

2.1.1 – Establish regional protocols and systems for developing and distributing emergency information to all NCR populations

Develop and approve message templates consistent with the 15 DHS scenarios and the NCR’s target and special needs populations (including visitors, people with disabilities, and non-English speakers). Establish and conduct training and exercises on processes and protocols for dissemination of information. Implement a “system of systems” to provide warning, alert, and notification, and continuing information to the population before, during, and after an emergency.

Original Milestones

Milestone (from Strategic Plan)	Target Date
First Hour Checklist complete	June 2006
Outdoor Warning pilot complete	September 2006
Reverse 911 fully operational	January 2007
211 database fully functional	February 2007
Additional system needs defined and prioritized	September 2006
Potential means for providing capabilities researched and selected	December 2006
Base messages developed for 15 DHS scenarios	January 2007
Target and special needs populations identified and communication channels selected	February 2007
Targeted message templates developed	March 2007
Message development guidelines approved	April 2007
Contact persons identified for all localities	May 2007
Message dissemination guidelines approved	May 2007
Training of appropriate staff completed in all localities	September 2007
First round of exercises complete	November 2007

Assessment of exercise results completed and distributed	December 2007
New systems or enhancements in place	December 2007
Training of relevant staff on new systems completed	March 2008
System performance assessment methodology adopted	May 2008
Exercise of notification systems conducted	August 2008
Assessment of exercise results completed and distributed	November 2008

Updated Milestones

<i>Milestone</i>	<i>Target Date</i>	<i>Progress</i>
<i>First Hour Checklist complete</i>	<i>March 2007</i>	<i>100%</i>
<i>Outdoor Warning pilot complete</i>	<i>April 2007</i>	<i>100%</i>
<i>Reverse 911 fully operational</i>	<i>June 2009</i>	<i>15%</i>
<i>211 database fully functional</i>	<i>February 2007</i>	<i>100%</i>
<i>Additional system needs defined and prioritized (communications dashboard)</i>	<i>November 2007</i>	<i>15%</i>
<i>Base messages developed for 15 DHS scenarios</i>	<i>March 2007</i>	<i>100%</i>
<i>Targeted message templates developed</i>	<i>March 2007</i>	<i>100%</i>
<i>Message development guidelines approved</i>	<i>April 2008</i>	<i>50%</i>
<i>Contact persons identified for all localities</i>	<i>May 2007</i>	<i>100%</i>
<i>Training of appropriate staff completed in all localities (Training on Associated DHS threats)</i>	<i>September 2008</i>	<i>80%</i>
<i>Web EOC test exercises complete</i>	<i>April 2007</i>	<i>100%</i>
<i>Assessment of exercise results completed and distributed (AAR)</i>	<i>August 2007</i>	<i>75%</i>
<i>System performance assessment methodology adopted</i>	<i>May 2008</i>	<i>25%</i>
<i>211 Integration with Emergency Management</i>	<i>January 2009</i>	<i>0%</i>

Analysis

Initiative 2.1.1 has 7 of 14 milestones 100% complete. Four of these milestones are “Targeted message templates developed,” “Contact persons identified for all localities,” “WebEOC test exercises complete (the wording was changed slightly from the original milestone),” and “211 database fully functional.” These were all complete on time.

The first milestone, “First Hour Checklist complete,” is also complete at 100% but was delayed from June 2006 to March 2007. The checklist went through many drafts and table-top exercises in order to ensure it covered everything that needs to be discussed and decided upon in the first hour of an emergency.

The milestone, “Base messages developed for the 15 DHS scenarios,” is 100% complete but was delayed due to a lack of funding. The “Outdoor Warning pilot complete” milestone is also 100% complete and was also delayed due to a lack of funding.

The milestone “Reverse 911 fully operational” is currently 15% complete and its target date was pushed out from January 2007 to June 2009. The wireline piece of this milestone has not been

fully funded. The completion percentage is also low because Reverse 911 is only 30% effective when it is used.

The milestone, “Additional system needs defined and prioritized (communications dashboard)” was delayed because of a lack of funding. It is 15% complete and is now on track to be complete in November 2007

The milestone “Message development guidelines approved” was reworded slightly and was pushed out from April 2007 to April 2008 due to a lack of funding. The milestone, “Training of appropriate staff completed in all localities (Training on Associated DHS Threats)” was also pushed out a year due to a lack of funding. The milestone is 80% complete.

The milestone, “Assessment of exercise results completed and distributed (AAR)” was moved forward from November 2008 to August 2007 because it is ahead of schedule. It is currently 75% complete.

The milestone “System performance assessment methodology adopted” is still on track for May 2008 and is currently at 25%.

One milestone, “221 Integration with Emergency Management,” was added to this initiative. This milestone follows the “211 database fully functional milestone.” It is scheduled for completion in January 2009 and is 0% complete at this time.

Six of the original milestones were deleted because they are repetitive or are covered in another initiative. The deleted milestones are: “Potential means for providing capabilities researched and selected;” “New systems or enhancements in place;” “Training of relevant staff on new systems completed;” “Exercise of notification systems conducted;” “Assessment of exercise results completed and distributed;” and “Target and special needs populations identified and communication channels selected.”

2.1.2 – Develop and sustain multi-year education campaigns to provide all the public (residents, workers, and visitors) with preparedness information

Coordinate and align jurisdictional efforts to ensure consistent public preparedness education campaign messages across the NCR. Put in place a Regionally coordinated plan to ensure sufficient funding for multi-year education campaigns. Work with the media to inform the public of recommended preparedness actions.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Basic messages identified	March 2006
Delivery strategy developed (audiences and channels)	September 2006
Media engagement strategy adopted	November 2006
Campaign plans finalized, including assessment plans	January 2007

Resource needs identified on a full lifecycle cost basis	February 2007
Long-term funding plan documented	April 2007
Campaign's initial phase completed	January 2008
Campaign assessment results distributed	February 2008

Updated Milestones

<i>Milestone</i>	<i>Target Date</i>	<i>Progress</i>
<i>Basic messages identified</i>	<i>December 2005</i>	<i>100%</i>
<i>Delivery strategy developed (audiences and channels)</i>	<i>September 2006</i>	<i>100%</i>
<i>Media engagement strategy adopted</i>	<i>July 2007</i>	<i>50%</i>
<i>Campaign plans finalized, including assessment plans</i>	<i>October 2008</i>	<i>50%</i>
<i>Resource needs identified on a full lifecycle cost basis</i>	<i>February 2007</i>	<i>100%</i>
<i>Campaign's initial phase completed</i>	<i>September 2005</i>	<i>100%</i>
<i>Campaign assessment results distributed</i>	<i>October 2005</i>	<i>100%</i>
<i>Basic messages identified for text alert system</i>	<i>August 08</i>	<i>10%</i>
<i>Delivery strategy developed (audiences and channels) for text alert system</i>	<i>August 08</i>	<i>0%</i>
<i>Media engagement strategy adopted</i>	<i>September 08</i>	<i>0%</i>
<i>Campaign plans finalized, including assessment plans for text alert system</i>	<i>October 08</i>	<i>0%</i>
<i>Resource needs identified on a full lifecycle cost basis</i>	<i>November 08</i>	<i>0%</i>
<i>Campaign's initial phase completed</i>	<i>December 08</i>	<i>0%</i>
<i>Campaign assessment results distributed</i>	<i>January 09</i>	<i>0%</i>

Analysis

Initiative 2.1.2 has 5 of 14 milestones 100% complete.

The milestones “Media engagement strategy adopted” and “Campaign plans finalized, including assessment plans” are pushed out because there was not adequate funding allocated for these milestones in 2005. FY 06 funds will be used to complete these milestones.

The milestone “Long-term funding plan documented” was deleted because funding is requested on an annual basis. There are no plans to complete a long-term funding plan in addition to the NCR strategic plan.

The last seven milestones are new milestones added to reflect the text alert project which is a priority under this initiative. FY 07 funds were requested to complete all milestones under the text alert project.

2.2.1 – Identify and develop opportunities and resources for stakeholder partnerships to broaden participation in public disaster preparedness

Provide opportunities for individuals, community groups, members of the private sector, and non-governmental organizations to become involved in disaster preparedness (including planning, training and exercises, and message dissemination). Create channels for sharing information with this broad base of participants. Arrange mechanisms (such as mutual aid agreements) to increase resource sharing, where appropriate, between government agencies and the Region’s civic, private, and NGO stakeholders.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Plan for broadened participation adopted	November 2006
Preparedness activities redefined to allow for additional participation roles	February 2007
Desired information flows documented	March 2007
Tentative resource-sharing objectives documented	March 2007
Participation of desired entities solicited	April 2007
Potential resource-sharing partners briefed and interviewed	June 2007
Information channels established	March 2008
Ratify new governance and operational documentation formalizing civic, private and NGO roles in the NCR	April 2008
Resource-sharing matrix complete	May 2008
Recruitment for expanded civic, private and NGO participation complete	April 2008
Formal sharing arrangements in place	June 2008
Review and incorporate strategic best practices	November 2008
Revise strategic planning for Initiative implementation and prioritization of ongoing efforts	December 2008

Updated Milestones

Milestone	Target Date	Progress
<i>Plan for broadened participation adopted</i>	<i>June 2010</i>	<i>5%</i>
<i>Preparedness activities expanded to allow for additional participation roles</i>	<i>June 2012</i>	<i>5%</i>
<i>Region-wide Information channels among existing partners established (evergreen)</i>	<i>June 2010</i>	<i>50%</i>
<i>Region-wide information channels among new partners established</i>	<i>June 2012</i>	<i>5%</i>
<i>Recruitment for expanded civic, private and NGO participation complete (evergreen)</i>	<i>June 2010</i>	<i>5%</i>
<i>Review and incorporate current strategic best practices (evergreen)</i>	<i>June 2010</i>	<i>75%</i>
<i>Review strategic planning for Initiative implementation and prioritization of ongoing efforts</i>	<i>June 2009</i>	<i>75%</i>
<i>Implement over-arching coordination for stakeholder planning</i>	<i>June 2009</i>	<i>15%</i>

Analysis

Initiative 2.2.1 has 0 of 8 milestones 100% complete. This initiative has received very little UASI funding over the past four years and all of the target dates have been pushed out due to the lack of funding.

Seven of the original milestones were deleted because they are covered under initiatives 2.1.2 and 4.4.2.

The target date for the milestone “Plan for broadened participation adopted” was pushed out from November 2006 to June 2010. The individual local jurisdictions already have plans in place to increase participation. The regional plan is in its very early stages and will require USAI funding to complete. It is currently 5% complete. Funding was not requested in FY07 and will be requested in FY08. There were other priorities for this ESF in FY07.

The milestone “Preparedness activities expanded to allow for additional participation roles” builds off the first milestone. The target date was pushed out from February 2007 to June 2012 and it is also 5% complete. This work is also being done at the local level and includes getting minority organizations involved and expanding the teen CERT program.

The milestone “Region-wide information channels among existing partners established” was reworded from the original milestone, “Information channels established.” This was done to show the regional requirement and also to show that new information channels will constantly need to be established. The target date is pushed out from March 2008 to June 2010. This milestone is 50% complete and the progress reflects the established ESF 16 committee, VOAD, Citizen Corps, the Metro Coalition of Volunteers, and Volunteer Centers. A follow-up milestone, “Region-wide information channels among new partners established,” was added to show the need to continue this milestone after the previous one is complete. This new milestone has a target date of June 2012 and is currently 5% complete.

The milestone “Recruitment for expanded civic, private and NGO participation complete” was pushed out from April 2008 to June 2010. It is currently 5% complete. This milestone will be done at the same time as the first milestone, “Plan for broadened participation adopted.”

The milestone “Review and incorporate current strategic best practices” is currently complete at 75%. It is now scheduled for completion in June 2010. Financial Donations Management in the NCR is setting best practices for the country.

The milestone “Review strategic planning for initiative implementation and prioritization of ongoing efforts” is now scheduled for completion in June 2009 instead of December 2008. This milestone is 75% complete. UASI funding was not requested for this milestone. It is being completed through local and NGO funding.

The milestone “Implement over-arching coordination for stakeholder planning” was added to the initiative. It is currently 15% complete and has a June 2009 target date. FY08 UASI money will

be requested to complete this milestone. This milestone is complete for donations management but needs improvement as it relates to volunteer management.

2.2.2 – Increase civic involvement and volunteerism in all phases of disaster preparedness

Engage all NCR residents and visitors – including children and those with special needs – in NCR preparedness activities, including personal and family preparedness, Volunteering, and local- and Regional-level activities. This includes operationalizing volunteer roles, specifying plans for this process, protocols, and procedures.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Volunteer emergency roles across the Region profiled and catalogued	September 2006
Emergency volunteer management plan adopted	February 2007
Public engagement plan complete	April 2007
Volunteer management system requirements specified	June 2007
Volunteer training material and delivery developed	August 2007
Targeted recruitment underway	August 2007
Initial recruitment campaign complete	August 2008
Volunteer management system deployed to localities, Citizen Corps, Red Cross, etc.	September 2008

Updated Milestones

Milestone	Target Date	Progress
<i>Volunteer emergency roles across the region profiled and catalogued</i>	<i>September 2007</i>	<i>80%</i>
<i>Spontaneous emergency volunteer management plan adopted</i>	<i>January 2008</i>	<i>90%</i>
<i>Pre-affiliated emergency volunteer management plan adopted</i>	<i>December 2008</i>	<i>90%</i>
<i>Public engagement plan complete</i>	<i>December 2008</i>	<i>90%</i>
<i>Affiliated recruitment campaign</i>	<i>August 2008</i>	<i>90%</i>
<i>Volunteer data management system(s) developed</i>	<i>August 2007</i>	<i>90%</i>
<i>Volunteer management training developed</i>	<i>September 2007</i>	<i>90%</i>
<i>Recruitment of volunteers, 5 year period Target: 30,000 (5,720)</i>	<i>September 2008</i>	<i>30%</i>
<i>Volunteer management system available (1800-volunteer)</i>	<i>September 2007</i>	<i>70%</i>
<i>Tested adopted emergency volunteer management plan</i>	<i>March 2008</i>	<i>90%</i>
<i>Volunteer management system available to localities, Citizen Corps, Red Cross, etc.</i>	<i>September 2008</i>	<i>90%</i>
<i>Recruitment of volunteers, 5 year period Target: 30,000 (7,436)</i>	<i>September 2009</i>	<i>30%</i>
<i>Development of regional approach to in-kind donations</i>	<i>January 2010</i>	<i>20%</i>
<i>Development of regional approach to financial donations</i>	<i>January 2010</i>	<i>20%</i>

<i>Recruitment of volunteers, 5 year period Target: 30,000 (9,667)</i>	<i>July 2010</i>	<i>30%</i>
<i>Ongoing revision and refinement of public engagement plan to meet the change in needs</i>	<i>August 2010</i>	<i>30%</i>
<i>Public Outreach and education on donations</i>	<i>July 2010</i>	<i>20%</i>

Analysis

Initiative 2.2.2 has 0 of 17 milestones 100% complete. There are eight milestones that are recorded as 90% complete. These milestones are ongoing milestones and are very close to being complete but will need to be revisited constantly even after completion.

The milestone “Volunteer emergency roles across the Region profiled and catalogued” was pushed out from September 2006 to September 2007 to allow time for regional coordination. These roles are captured at the local jurisdiction level but need to be coordinated regionally to achieve the milestone.

The original milestone “Emergency volunteer management plan adopted” was broken into two separate milestones to show “spontaneous” vs. “pre-affiliated” plans. The original target date was February 2007. The new target dates are January and December 2008 respectively. There are currently plans in place for both milestones and the progress is shown at 90% for both. The milestones will be complete when formal MOUs are approved and signed by the jurisdictions.

The original milestones: “Public engagement plan complete;” “Volunteer management system requirements specified;” “Volunteer training material and delivery developed;” and “Targeted recruitment underway” all show 90% progress. The wording on “Targeted recruitment underway” was changed to “Affiliated recruitment campaign” because it specifies the type of recruitment necessary. The original milestone “Volunteer management system requirements specified” was reworded to read, “Volunteer data management system(s) developed.” This new wording reflects the need to develop the system because requirements are already specified. The original milestone “Volunteer training material and delivery developed” was altered to read, “Volunteer Management training material developed.” This was done for clarity. As previously stated, all of the dates have been pushed out to complete the last 10% and due to a lack of sufficient funding.

The new “recruitment” milestones are more detailed (taken from the original “initial recruitment campaign”) and read: “Recruitment of volunteers, 5 year period Target: 30,000.” Each of the three milestones has a target number in parentheses showing the number of volunteers to be added for that time frame. All three milestones show 30% progress to reflect the volunteers that have been recruited at this time. The target dates are September 2008, September 2009, and July 2010.

The “Volunteer management system available to localities, Citizen Corps, Red Cross, etc” milestone is still on track to be completed in September 2008 and it is at 90%.

The remaining six milestones are new milestones and address the current initiative priorities as well as the FY 07 UASI funding requests.

3.1.1 Develop a prevention and mitigation framework for the region

Develop a document that explains the NCR's approach to prevention and mitigation of all-hazards events, which is closely linked to existing national preparedness frameworks and can be used for determining funding priorities within jurisdictions.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Existing communication channels documented	November 2006
NCR jurisdictions buy in to Regional prevention/mitigation framework	January 2007
List of NCR Partners with a role in prevention/mitigation	March 2007
List of existing prevention/mitigation plans completed	April 2007
Prevention/mitigation planning document published	June 2007
Prevention and mitigation plan successfully implemented in exercises and real world incidents	August 2007
Prevention and mitigation plan actually used to determine funding priorities	September 2007

Updated Milestones

Milestone (from Strategic Plan)	Target Date	Progress
<i>NCR jurisdictions buy in to Regional prevention/mitigation framework</i>	<i>June 2009</i>	<i>80%</i>
<i>List of NCR Partners with a role in prevention/mitigation</i>	<i>March 2008</i>	<i>90%</i>
<i>List of existing prevention/mitigation plans completed</i>	<i>March 2007</i>	<i>100%</i>
<i>Mitigation planning document published</i>	<i>June 2007</i>	<i>100%</i>
<i>Prevention planning document published</i>	<i>July 2009</i>	<i>10%</i>
<i>Prevention and mitigation plans successfully implemented in exercises and real world incidents</i>	<i>August 2008</i>	<i>50%</i>

Analysis

Initiative 3.1.1 has 2 of 6 milestones complete at 100%.

Two of the original milestones were deleted. “Existing communication channels documented” was deleted because it is covered in another initiative. “Prevention and mitigation plan actually used to determine funding priorities” was deleted because funding is determined by capabilities and completion of strategic plan milestones.

The milestone “NCR jurisdictions buy in to Regional prevention/mitigation framework” is currently 80% complete. The target date was pushed out from January 2007 to June 2009. All local jurisdictions in the NCR have mitigation plans. FY07 UASI funds were requested to complete the regional coordination of the local plans.

The milestone “List of NCR Partners with a role in prevention/mitigation” is currently 90% complete. This is a milestone that will never stay at 100% for long. The list is continually updated based on turnover. A new target date of March 2008 was given so this milestone can be reevaluated on a regular basis.

The original milestone “Prevention/mitigation planning document published” was broken into two separate milestones. The “mitigation” piece is complete at 100%. The “prevention” milestone is currently at 10% with a target date of July 2009. This is a project in its initial phases and will take about two years to complete.

The last milestone, “Prevention and mitigation plan successfully implemented in exercises and real world incidents” had an original target date of August 2007. The new target date is August 2008. This milestone is currently at 50%. The “mitigation” plans have been exercised. The “prevention” plans have not been exercised but will be incorporated before the publication of the final plans (referenced in the previous milestone).

3.1.2 – Develop a synchronized and integrated training and exercise framework, with appropriate common standards

Develop a framework for Regional training and exercises that ensures that: (1) exercises are coordinated and de-conflicted across the Region; and (2) responders are training to common, Region-wide standards.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Complete cross-jurisdictional exercise guidance	June 2007
Establish coordination group	July 2007
Produce common standards for each emergency function	September 2007
Release training and exercise lessons learned repository	November 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Complete cross-jurisdictional exercise guidance</i>	<i>June 2006</i>	<i>100%</i>
<i>Establish coordination group</i>	<i>July 2006</i>	<i>100%</i>
<i>Developed 5-year Strategy for Exercises</i>	<i>September 2006</i>	<i>100%</i>
<i>Conduct Annual EOC to EOC connectivity</i>	<i>April 2007</i>	<i>100%</i>
<i>Engage senior leaders at least once annually</i>	<i>September 2007</i>	<i>0%</i>
<i>Engage both traditional and non-traditional responders in 4 exercise opportunities in FY07</i>	<i>June 2008</i>	<i>75%</i>
<i>Conduct training courses to engage first responders in the area of EOC to EOC connectivity, command and control, operation and decision making</i>	<i>June 2008</i>	<i>33%</i>

<i>Build a cadre of NIMS and ICS trainers with the NCR</i>	<i>September 2007</i>	<i>75%</i>
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Analysis

Initiative 3.1.2 has 4 of the 8 milestones 100% complete.

The milestone “Developed 5-year Strategy for Exercises” was completed in September 2006 and was added to reflect the development of the 5 year plan by ETOP. The milestone “Conduct Annual EOC to EOC connectivity was completed in April 2007 and was added to reflect functional exercises conducted by ETOP.

Four additional milestones were added and two are on target for completion by September 2007. The milestone “Engage senior leaders at least once annually” was added to provide feedback to Senior Leaders upon the completion of training exercises within the region. The milestone “Build a cadre of NIMS and ICS trainers within the NCR” is currently 75% complete. This milestone was added to reflect the need for NIMS and ICS training in the region.

The last two milestones are also new and are on target for completion by June 2008. The milestone “Engage both traditional and non-traditional responders in 4 exercise opportunities in FY07” is currently 75% complete and was added to ensure a multi-disciplinary view across the NCR. The milestone “Conduct training courses to engage first responders in the area of EOC to EOC connectivity, command and control, operation and decision making” is currently 33% complete and was added to reflect the need for first responder training in the region.

Two of the original milestones were deleted because they are not priorities for ETOP. The two deleted milestones are “Produce common standards for each emergency function” and “Release training and exercise lessons learned repository.”

3.1.3 - Develop and implement an integrated plan related to health surveillance, detection, and mitigation functions between NCR partners

Develop a comprehensive plan that outlines the role of public health and health care institutions for disease surveillance, detection, and prevention. The plan will outline roles, responsibilities, and policy/law changes, as well as an implementation plan to achieve the Initiative.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Identify the roles of the key NCR Partners	May 2007
Coordinate preparedness funding for public health and health care institutions	June 2007
Integrate public health and health care institutions monitoring and surveillance systems	September 2007
Public health responders and health care institution providers have appropriate personal protective equipment	October 2007

Complete the evaluation of the patient tracking pilot for the NCR	November 2007
Develop a NCR strategic plan for public health and health care institutions	December 2007
Implement the patient tracking system in the NCR (after completion of project and strategic, estimated time of delivery)	December 2010

Updated Milestones

<i>Milestone</i>	<i>Target Date</i>	<i>Progress</i>
<i>Health Regional Working Group is established and membership is identified.</i>	<i>May 2006</i>	<i>100%</i>
<i>Coordination and evaluation of homeland security funding requests for public health and health care institutions</i>	<i>June 2007</i>	<i>100%</i>
<i>Public health and health care institution syndromic surveillance systems are functional</i>	<i>July 2010</i>	<i>85%</i>
<i>Reevaluate needs for public health responders' personal protective equipment</i>	<i>June 2008</i>	<i>25%</i>
<i>Reevaluate needs for Health care institution personal protective equipment (taking into consideration facility specific needs and requirements related to replenishing expiring supplies)</i>	<i>June 2008</i>	<i>25%</i>
<i>Develop a practical approach to patient tracking for the NCR including evaluation of the current pilot project</i>	<i>June 2009</i>	<i>25%</i>
<i>Perform a gap analysis of health and medical preparedness and response capabilities</i>	<i>June 2009</i>	<i>10%</i>
<i>Establish systems that, at a minimum can provide triage, treatment and initial stabilization, above the current daily staffed bed capacity, for the following classes of adult and pediatric patients requiring hospitalization within three hours in the wake of a terrorism or other public health emergency.</i>	<i>Medical/surgical - June 2009</i> <i>Trauma/Burn - Dec 2010</i> <i>Toxin Exposure - Dec 2010</i> <i>Radiological Exposure - Dec 2010</i> <i>Isolation - Dec 2010</i>	<i>80%</i> <i>40%</i> <i>TBD</i> <i>TBD</i> <i>TBD</i>
<i>Support sustainment of MMRS efforts in Northern Virginia and expand the MMRS planning initiative in the other NCR jurisdictions</i>	<i>June 2009</i>	<i>33%</i>
<i>Enhance public health preparedness and increase civic engagement through the NCR medial reserve corps (including training, supervision, and support by paid managers and coordinators)</i>	<i>June 2009</i>	<i>13%</i>
<i>Complete the computer telephone interview systems to support individuals quarantined in a home environment</i>	<i>June 2010</i>	<i>22%</i>
<i>Design, develop, and implement a training standardization for all ESF 8 members through a core curriculum</i>	<i>June 2009</i>	<i>20%</i>
<i>Train 500 hospital incident command personnel in hospital disaster life support</i>	<i>June 2009</i>	<i>0%</i>

Analysis

Initiative 3.1.3 has 2 out of 17 milestones 100% complete. The first milestone, “Health Regional Working Group is established and membership is identified” is 100% complete on time. The wording of the milestone was changed to show the creation of the NCR Health Regional Working Group.

The second milestone, “Coordination and evaluation of homeland security funding requests for public health and health care institutions,” was reworded to clarify the types of funding requests that are coordinated under this initiative.

The milestone “Public health and health care institution syndromic surveillance systems are functional” was reworded to reflect the syndromic surveillance system being used in the region. This milestone is currently 85% complete and the target date was pushed out from September 2007 to July 2010. The 15% shortfall relates to contemplated data points and other institutions. The core hospital piece is complete. There is no current funding stream to finish the remaining 15%.

The milestones “Reevaluate needs for public health responders’ personal protective equipment” and “Reevaluate needs for Health Care institution personal protective equipment” were reworded because PPE was already purchased for the region in previous UASI funding cycles. The goal of the new milestones is to reassess the needs for PPE next year. The new target date for these milestones is June 2008 and they are currently 25% complete.

The milestone “Develop a practical approach to patient tracking for the NCR including evaluation of the current pilot project” was reworded to include the evaluation of patient tracking systems other than the current pilot. The date was pushed out from November 2007 to June 2009 to account for the time necessary to complete and evaluate the pilot. This milestone is currently 25% complete.

The original milestone “Develop a NCR strategic plan for public health and health care institutions” was replaced with “Perform a gap analysis of health and medical preparedness and response capabilities.” The wording was changed because a gap analysis is needed in lieu of a separate health strategic plan. The target date for this milestone is June 2009 and it is currently 10% complete. FY07 UASI funds were requested to perform this gap analysis.

The last original milestone, “Implement the patient tracking system in the NCR” was deleted because it is incorporated in the other “patient tracking” milestone.

There are 10 new milestones added to this initiative to reflect the region’s health and medical priorities. These new milestones also reflect the funding requests in the FY07 UASI application.

Five of the new milestones are grouped together on the “Updated Milestone” chart as “Establish systems that, at a minimum can provide triage, treatment and initial stabilization, above the current daily staffed bed capacity, for the following classes of adult and pediatric patients requiring hospitalization within three hours in the wake of a terrorism or other public health

emergency.” The federal guidelines require the following: Medical/Surgical at 500 “beds” per million; Trauma/Burn at 50 per million; Toxin Exposure at 50 per million; Radiological Exposure at 50 per million; Isolation at 1 per facility and 10 at 3 facilities. The Federal guidelines concerning surge beds per million populations should not be considered a ceiling. The day-time population of the NCR is significantly greater than that of the night-time population because of employment patterns and tourism. The last three categories have TBD percentages for progress because the exact progress will be determined through the gap analysis.

The last five milestones on the chart reflect the priorities of the Health community in the FY07 UASI application.

3.1.4 – Develop a community-wide campaign, focused primarily on prevention and deterrence

Create a two-pronged Regional program, building upon existing activities, that: (1) prepares the business/industry community to recognize and report suspicious activity that may be related to terrorism; and (2) educates citizens and deters potential attacks through an information campaign.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Critical mass” of NCR jurisdictions agree to implement Operation TIPP	June 2007
Database goes live	July 2007
Business community is informed of Operation TIPP	September 2007
Communications and education campaign plans complete	October 2007
New cycle requirements drafted	February 2007
Communications and education campaigns launch	November 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Critical mass” of NCR jurisdictions agree to implement Operation TIPP</i>	<i>June 2008</i>	<i>0%</i>
<i>Database goes live</i>	<i>July 2008</i>	<i>0%</i>
<i>Business community is informed of Operation TIPP</i>	<i>September 2008</i>	<i>0%</i>
<i>Communications and education campaign plans complete</i>	<i>October 2008</i>	<i>0%</i>
<i>New cycle requirements drafted</i>	<i>February 2008</i>	<i>0%</i>
<i>Communications and education campaigns launch</i>	<i>November 2008</i>	<i>0%</i>

Analysis

Initiative 3.1.4 has 0 of 6 milestones 100% complete. This initiative has not received any UASI funding over the past four years. Due to the lack of funding, all target completion dates have extended one year. FY08 UASI funds will be requested to complete this initiative.

3.2.1 – Develop common regional information-sharing and collaboration frameworks, to include determining roles, responsibilities and protocols

Develop a system that allows for two-way communication flow between local, State, Regional, and Federal operations centers in the NCR, to ensure that useful information is passed to the appropriate people in a timely fashion.

Original Milestones

Milestone (from Strategic Plan)	Target Date
40% of key operations center personnel trained to a common standard	September 2006
List of ops centers updated	November 2006
Requirements for interoperable communications systems defined	December 2006
90% of key operations center personnel trained to a common standard	April 2007
All identified ops centers have updated contact information included in a “pushed” web based system	August 2007
All jurisdictions have roles, responsibilities, and updated contact information included in regional flow chart / working document	September 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Outfit all regional Intel centers with standard equipment</i>	<i>September 2008</i>	<i>75%</i>
<i>List of Regional Intelligence Operation Centers updated</i>	<i>November 2006</i>	<i>100%</i>
<i>Requirements for interoperable communications systems defined</i>	<i>December 2006</i>	<i>100%</i>
<i>90% of key operations center personnel trained on the standards of WEB EON</i>	<i>April 2008</i>	<i>75%</i>
<i>All identified ops centers have updated contact information included in a “pushed” web based system</i>	<i>August 2008</i>	<i>75%</i>
<i>All jurisdictions have roles, responsibilities, and updated contact information included in regional flow chart / working document</i>	<i>December 2008</i>	<i>10%</i>
<i>NCR Law Enforcement personnel trained on NCR LINX</i>	<i>October 2007</i>	<i>35%</i>
<i>Mobile ID enhanced and NCR trained on Mobile ID</i>	<i>December 2009</i>	<i>15%</i>

Analysis

Initiative 3.2.1 has 2 of 8 milestones 100% complete.

The wording of the first milestone was changed from "...personnel trained to a common standard," to "Outfit all regional operations centers with standard equipment." This revised wording now correctly places the focus on standardizing equipment. Because no new funding is yet available, the completion date was extended two years from September 2006 to September 2008. It is currently 75% complete.

The fourth milestone, now reads: "90% of key operations center personnel trained *on the standards of WEB EOC*" to clarify what was being standardized. The milestone is currently 75% complete. However, the date for total completion was extended one year due to the lack of funding for this project.

The milestone "All identified ops centers have updated contact information included in a 'pushed' web based system" is currently 75% complete. Because of lack of funding however, the completion date was extended from August 2007 to August 2008.

The milestone "All jurisdictions have roles, responsibilities, and updated contact information included in regional flow chart / working document" is currently 10% complete. The completion date was extended from September 2007 to December 2008 because of the need to first develop a common organizing framework for all intelligence centers by the program manager.

Two milestones were added at the end of the list: "NCR Law Enforcement personnel trained on NCR LINX" (35% complete) and "Mobile ID enhanced and NCR trained on Mobile ID" (15% complete). These two milestones were added to reflect the need for training as these two new technologies come on stream. An interim 35% progress toward completion was set for October 2007, with final completion for both milestones set for December 2009.

3.2.2 – Ensure that each jurisdiction has appropriate people cleared to receive, analyze, and act on sensitive and classified information

Ensure that each local jurisdiction has staff appropriately cleared to access classified data in order to eliminate restrictions on receiving necessary information due to lack of security clearances.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Complete inventory of existing clearances	September 2006
Identify overall and remaining need for new clearances	October 2006
Complete application for 50% of new clearances	October 2006
Determine current clearance processing rate	February 2007
Complete application for all remaining new clearances	March 2007

Implement measures to double clearance processing rate	April 2007
20% of new clearances received	April 2007
50% of new clearances received	June 2007
80% of new clearances received	August 2007
All new clearances received	September 2007

Updated Milestones

<i>Milestone</i>	<i>Target Date</i>	<i>Progress</i>
<i>Complete inventory of existing clearances</i>	<i>September 2006</i>	<i>100%</i>
<i>Identify overall and remaining need for new clearances</i>	<i>October 2006</i>	<i>100%</i>
<i>Complete application for 50% of new clearances</i>	<i>October 2006</i>	<i>100%</i>
<i>Determine current clearance processing rate</i>	<i>September 2007</i>	<i>75%</i>
<i>Complete application for all remaining new clearances</i>	<i>March 2007</i>	<i>100%</i>
<i>Implement measures to double clearance processing rate</i>	<i>September 2007</i>	<i>50%</i>
<i>All new clearances received for existing personnel</i>	<i>September 2007</i>	<i>20%</i>
<i>Establish a process that will support security clearances as part of succession planning</i>	<i>December 2007</i>	<i>10%</i>

Analysis

Initiative 3.2.2 has 6 of 11 milestones 100% complete.

The milestone “Determine current clearance processing rate” had an original target date of February 2007 and has been pushed out to September 2007. It is currently 75% complete. The milestone “Implement measures to double clearance processing rate” was originally targeted for April 2007 and has a new target date of September 2007. This milestone is currently 50% complete. Both of these target dates were delayed due to the FBI’s total control over clearance processing that the local police chiefs cannot easily influence.

The three original milestones regarding receiving new clearances (20/50/80%) have been combined into the milestone “All new clearances received for existing personnel.” The milestone is on track to reach the September 2007 target date and is 20% complete.

The milestone “Establish a process that will support security clearances as part of succession planning” reflects the need to address clearance processing for successors will in advance of cleared staff departures or turnover. This milestone is currently 10% complete and has a target date of December 2007.

3.3.1 – Conduct a prioritization of recommended high priority CIP protective and resiliency actions based on security assessment findings already completed and shared with the NCR

Create a high priority list of recommended critical infrastructure protective actions that will reduce the vulnerability, threat, and impact to key NCR CI sectors based on analysis/assessments already conducted at the Federal, State, Regional, local level, including the private sector.

Original Milestones

Milestone (from Strategic Plan)	Target Date
CIP group governance (including structure) approved	May 2006
Inventory of existing CIP assessments completed	January 2007
Initial list compiled for UASI 2006 (next refinement of list will occur for UASI 2007)	February 2007

Updated Milestones

<i>Milestone</i>	<i>Target Date</i>	<i>Progress</i>
<i>CIP group governance (including structure) approved</i>	<i>May 2006</i>	<i>100%</i>
<i>Evaluation of available existing assessments</i>	<i>April 2006</i>	<i>100%</i>
<i>Regional prioritization of protective measures</i>	<i>January 2008</i>	<i>75%</i>
<i>Protective measures funded through state/UASI funds</i>	<i>June 2009</i>	<i>50%</i>
<i>Re-evaluate available assessments (new and existing)</i>	<i>April 2008</i>	<i>0%</i>

Analysis

Initiative 3.3.1 has 2 of 5 milestones 100% complete.

The original milestone, “Initial list compiled for UASI 2006 (next refinement of list will occur for UASI 2007)” was deleted because it is not a priority for the region.

The milestone “Inventory of existing CIP assessments completed” was reworded to read “Evaluation of available existing assessments.” This was done to clarify the meaning of the milestone.

Three new milestones were added to this initiative: “Regional prioritization of protective measures;” “Protective measures funded through state/UASI funds;” and “Re-evaluate available assessments (new and existing).” These new milestones represent the priorities of the Critical Infrastructure Regional Working Group through 2009. FY 07 UASI funds were requested to complete this entire initiative.

3.3.2 – Create an inventory of critical infrastructure (CI/KR) assets, develop a common methodology for assessing CI/KR risk across the NCR, and recommend initial protective and resiliency actions

Establish measures and actions that will improve the NCR’s approach to critical infrastructure protection in a comprehensive and consistent process throughout the Region.

Original Milestones

Milestone (from Strategic Plan)	Target Date
CIP group governance (including structure)	April 2006
Inventory of CI assets	April 2007
Scope and requirements document completed	April 2007
New approach deliverable complete	January 2008
CIP governance group ratifies new approach	April 2008

Updated Milestones

Milestone	Target Date	Progress
<i>Create inventory of CI data through use of ACAMS, access to existing DHS and state data and direct consultation with regional public and private operators (will need vendor assistance)</i>	<i>June 2009</i>	<i>0%</i>
<i>Create and finalize protocols for the sharing of information (in support of inventory and methodology) in consultation with local/state governments, regional public operators and private operators of CI</i>	<i>December 2007</i>	<i>10%</i>
<i>Enhance private sector outreach and partnership – (additional private sector representation on the CIP working group)</i>	<i>November 2007</i>	<i>20%</i>
<i>Validate the efforts of this initiative against the goals and objectives of the NIPP (goal is 50%)</i>	<i>January 2008</i>	<i>10%</i>
<i>In consultation with DHS ONCRC and CAO/SPG, decide upon criteria for risk-based methodology and threshold for collection of CI data</i>	<i>January 2008</i>	<i>0%</i>
<i>Validate the efforts of this initiative against the goals and objectives of the NIPP (goal is 100%)</i>	<i>January 2009</i>	<i>0%</i>

Analysis

Initiative 3.3.2 currently has 0 of 6 milestones 100% complete.

The five original milestones were deleted because they are covered in initiative 3.3.1.

The six new milestones reflect the Critical Infrastructure priorities of the region through early 2009. The milestones concentrate on collecting, sharing, and analyzing regional risk data. FY07 UASI funding has been requested to complete this initiative.

4.1.1 – Establish a corrective action program to modify plans by addressing gaps identified in analyses, exercises, and events

Modify existing response and recovery plans, or develop new ones where necessary, to address gaps identified during exercises, real-world events, and the gap analysis conducted as part of Goal One.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Charter a working group to develop program	January 2007
Corrective action program plan accepted by NCR governance	March 2007
Past experiences for retroactive application of new program identified	March 2007
Past experiences for retroactive application of new program identified	April 2007
Plan modifications based on two-month “live pilot” of new program are proposed for acceptance	May 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Charter a working group to develop program</i>	<i>January 2007</i>	<i>100%</i>
<i>Corrective action program plan accepted by NCR governance</i>	<i>September 2007</i>	<i>50%</i>
<i>Identify issues from Regional Exercises, emergencies and events</i>	<i>June 2008</i>	<i>75% (of conducted events)</i>
<i>Identify lead agency for each issues who will identify possible solutions</i>	<i>June 2008</i>	<i>0%</i>
<i>Track issues until resolution is implemented</i>	<i>June 2008</i>	<i>0%</i>
<i>Results of refinements to plans and preparedness activities reflected in improvements to exercise and operations after actions reports</i>	<i>June 2008</i>	<i>0%</i>

Analysis

Initiative 4.1.1 has 1 of 6 milestones 100% complete.

The milestone, “Corrective action program plan accepted by NCR governance” is 50% complete but was delayed from March 2007 to Sept 2007 after the ETOP working group received an additional requirement to determine and resolve identified training issues during an event.

The last four milestones were added to support the ETOP working group with establishing new requirements of identifying necessary corrective actions through training events. The four new milestones are: “Identify issues from regional exercises, emergencies and events;” “Identify lead agency for each issue who will identify possible solutions;” “Track issues until resolution is implemented” and “Results of refinements to plans and preparedness activities reflected in

improvements to exercise and operations after actions reports.” The last milestone was moved from initiative 4.4.1 because it was better suited for this initiative. The milestone “Identify issues from regional exercises, emergencies, and events” is currently 75% complete with respect to conducted events. All four milestones are on track to be reached during FY 07 training events with completion by June 2008.

Three of the original milestones were deleted because they were not detailed enough for this initiative. The deleted milestones are: “Past experiences for retroactive application of new program identified;” “Past experiences for retroactive application of new program identified;” and “Plan modifications based on two-month “live pilot” of new program are proposed for acceptance.”

4.1.2 – Align and integrate response plans across jurisdictions (including Federal partners), with emphasis on continuity of government, operations, and evacuation.

Ensure coordination and consistency of response plans among Regional jurisdictions and between the Region and the Federal government. Particular emphasis should fall on alignment of plans for response operations, evacuation, and continuity of government and operations.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Complete horizontal integration of plans	November 2006
Complete vertical integration of plans	December 2006
Capabilities mapped against the 15 DHS scenarios	December 2006
Private and non-profit sectors incorporated and aligned with NCR plans	January 2007
Resource directory developed	January 2007
All jurisdictions and major agencies have continuity plans	February 2007
All jurisdiction and major agencies complete first test of continuity plans	March 2007
Conduct a Regional continuity exercise with multiple federal agencies	March 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Complete horizontal integration of plans</i>	<i>July 2009</i>	<i>15%</i>
<i>Complete vertical integration of plans</i>	<i>July 2009</i>	<i>15%</i>
<i>Capabilities mapped against the 15 DHS scenarios</i>	<i>March 2007</i>	<i>100%</i>
<i>Resource directory developed</i>	<i>November 2007</i>	<i>75%</i>
<i>All jurisdictions and major agencies have continuity plans</i>	<i>February 2009</i>	<i>25%</i>
<i>All jurisdiction and major agencies complete first test of continuity plans</i>	<i>March 2009</i>	<i>10%</i>

<i>Conduct a Regional continuity exercise with multiple federal, state, and local agencies</i>	<i>March 2008</i>	<i>50%</i>
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Analysis

Initiative 4.1.2 has 1 of 7 milestones complete at 100%. The milestone “Capabilities mapped against the 15 DHS scenarios” was originally scheduled for completion in December 2006 but was actually completed in March 2007 through the completion of the HIRA.

The first two milestones, “Complete horizontal integration of plans” and “Complete vertical integration of plans,” were scheduled for completion in November and December 2006 respectively. Those milestones have been pushed out to July 2009. There was no previous funding allocated to these milestones. FY07 funding has been requested to complete these milestones.

The “Resource directory developed” milestone is currently at 75%. The target date was pushed out from January 2007 to November 2007 to account for the continuing development of technology associated with the resource directory.

The last three milestones are related to Continuity of Operations (COOP) Planning. Although there is some progress, the target dates have been pushed out to 2008 and 2009. COOP plans are done at the local level and not all jurisdictions in the NCR are at the same stage with COOP planning. COOP is an ongoing effort that has been in place for years and will continue for several additional years.

The original “Private and non-profit sectors incorporated and aligned with NCR plans” was deleted because it is covered in another initiative.

4.1.3 – Define capabilities and expectations for decontamination and re-entry

Develop a Region-wide defined set of standards and protocols for decontamination response and recovery of physical facilities, the environment, and human beings, to be included in all relevant Regional response plans.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Establish working group to identify issues surrounding decontamination, segregation, and quarantine	July 2006
Standards for decontamination and re-entry defined	August 2006
Plans and protocols to support these standards defined	September 2006
Regional decontamination concept plan approved	October 2006

Updated Milestones

<i>Milestone</i>	<i>Target Date</i>	<i>Progress</i>
<i>Establish working group to identify issues surrounding decontamination and segregation</i>	<i>June 2008</i>	<i>80%</i>
<i>Best Practices for decontamination and re-entry defined</i>	<i>June 2008</i>	<i>50%</i>
<i>Using best practices establish protocols for decontamination and re-entry</i>	<i>June 2008</i>	<i>50%</i>
<i>Identify equipment needs necessary to support mass casualty decontamination</i>	<i>June 2008</i>	<i>60%</i>

Analysis

Initiative 4.1.3 has 0 of 4 milestones complete at 100%. FY06 UASI money is being used to complete this initiative which is reflected by the new June 2008 target dates.

The first original milestone, “Establish working group to identify issues surrounding decontamination, segregation, and quarantine” was changed by dropping the word “quarantine” in the updated milestone. This was done because quarantine is a separate issue. The target date was pushed out from July 2006 to June 2008 to finish identifying issues in training from decontamination to medical care. The milestone is 80% complete.

The original milestone “Standards for decontamination and re-entry defined” was reworded to “Best practices for decontamination and re-entry defined.” There are no federal standards to meet but there are a number of existing best practices. The target date was pushed out from August 2006 to June 2008 and is currently 50% complete.

The milestone “Plans and protocols to support these standards defined” was changed to read, “Using best practices establish protocols for decontamination and re-entry.” This milestone was also reworded to reflect the lack of federal standards. The target date was pushed out from September 2006 to June 2008 and the milestone is 50% complete.

The original milestone “Regional decontamination concept plan approved” was deleted and replaced with “Identify equipment needs necessary to support mass casualty decontamination.” This new milestone is 60% complete to reflect the near completion of taking an inventory of existing resources. The target date is June 2008.

4.2.1 – Develop coordinated and standardized protocols for mandatory notification of regional partners during an emerging incident to maintain situational awareness

Develop and support standards for near real-time sharing of critical data, information, and intelligence necessary to respond to and recover from threats and events affecting the Region.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Protocols developed for effective information-sharing on Regional calls during an event	August 2006
Definition agreed for reportable incident/information	October 2006
MOU executed to mandate sharing of appropriate incident and/or threat information	November 2006
Virtual network identified for information-sharing to supplement or replace conference calls	January 2007
ELOs identified for all NCR Partners and rotation and visit plan implemented	January 2007
Requirement implemented for use of virtual information-sharing network by all Regionally-interacting EOCs	March 2007

Updated Milestones

Milestone	Target Date	Progress
Baseline NCR Operations Center coordination & conduct gap analysis	September 2007	80%
Develop alert/notification guidelines for NCR operations centers	January 2008	75%
Facilitate sharing of Operations Center best practices	June 2008	15%
Develop training and exercise program to improve operations center coordination	September 2007	10%
Identify all current information sharing protocols used by CBRNE detector owners	August 2007	5%
Best practices report on information sharing protocols for CBRNE detection alert and warning	August 2007	5%
Develop baseline assessment of current interagency and multi-agency threat-specific protocols for threat detection and notification and assess best practices and applicability across stakeholders	June 2008	0%
Draft architecture for CBRNE detector information sharing protocols, including bi-lateral/multi-lateral MOUs, limited consensus protocols	June 2009	0%
Protocols developed for effective information-sharing on Regional calls during an event	March 2007	100%
ELOs identified for all NCR Partners and rotation and visit plan implemented	January 2008 (pending approval)	0%
Systems fielded to support information-sharing between all Regionally-interacting EOCs	January 2008	85%

Analysis

Initiative 4.2.1 has 1 of 11 milestones 100% complete. This milestone was scheduled for completion in August 06 and was completed in March 07 through the “first-hour checklist.”

The milestone “ELOs identified for all NCR partners and rotation and visit plan implemented” was pushed out one year from January 2007 to January 2008 and is currently pending approval.

The milestone “Systems fielded to support information-sharing between all regionall-interacting EOCs” was reworded for clarity. The target date has been pushed out from March 2007 to January 2008 and it is 85% complete. The target date was moved due to a lack of funding.

The remaining original milestones were deleted from this initiative. Eight new milestones were added to reflect the priorities of the initiative and of the DHS Office of NCR Coordination.

4.2.2 – Develop and implement a plan for regionally coordinated adoption and employment of National Incident Management System (NIMS)

Develop and implement a framework to incorporate NIMS into jurisdictional and Regional Emergency Operations Plans. This framework should include all NCR Partners and not be limited to direct public safety personnel.

Original Milestones

Milestone (from Strategic Plan)	Target Date
NIMS implementation time table completed	December 2006
Processes established to be used by all NCR jurisdictions when providing or receiving assistance within the NCR	December 2006
NCR NIMS operating plan in place as a component of mutual aid agreements	September 2007

Updated Milestones

Milestone	Target Date	Progress
<i>NIMS implementation time table completed</i>	<i>March 2008</i>	<i>30%</i>
<i>Processes established to be used by all NCR jurisdictions when providing or receiving assistance within the NCR</i>	<i>March 2008</i>	<i>30%</i>
<i>NCR NIMS operating plan in place as a component of mutual aid agreements</i>	<i>December 2007</i>	<i>80%</i>
<i>Completion of NIMS training for emergency responders</i>	<i>December 2007</i>	<i>70%</i>
<i>Completion of NIMS training for support personnel</i>	<i>June 2008</i>	<i>25%</i>
<i>Review and assessment of revised NIMS plan</i>	<i>March 2008</i>	<i>0%</i>
<i>Identifying leads for “most common scenarios” in each local jurisdiction</i>	<i>December 2007</i>	<i>0%</i>

Analysis

Initiative 4.2.2 has 0 of 7 milestones complete at 100%.

The first two milestones, “NIMS implementation time table completed” and “Processes established to be used by all NCR jurisdictions when providing or receiving assistance within the NCR” are 30% complete and have new target dates of March 2008. These milestones were pushed out from September 2006. The NIMS coordinators in the local jurisdictions are generally located in the departments of emergency management. The 70% gap reflects the need to have someone dedicated to the fire departments to do NIMS implementation and training.

The milestone “NCR NIMS operating plan in place as a component of mutual aid agreements” is currently at 80%. The target date was pushed out two months from September 2007 to December 2007. The remaining 20% will be achieved after the attorneys in the local jurisdictions approve the agreements.

Four new milestones were added to this initiative. They are: “Completion of NIMS training for emergency responders;” “Completion of NIMS training for support personnel;” “Review and assess revised NIMS plan;” and “Identify leads for ‘most common scenarios’ in each local jurisdiction.”

The “Completion of NIMS training for emergency responders” and “Completion of NIMS training for support personnel” for added to reflect the DHS training requirements. The milestones have target dates of December 2007 and June 2008 and are 70% and 25% complete respectively.

The new milestone, “Review and assess revised NIMS plan,” is scheduled to begin in September 2007 when the updated NIMS guidance is scheduled to be released. The target date for the review is March 2008.

The new milestone, “Identifying leads for ‘most common scenarios’ in each local jurisdiction” is scheduled to begin in July 2007 and has a target date of December 2007.

4.2.3 – Develop and implement enhanced regional architecture, infrastructure, and concept of operations for communications and protection of sensitive and classified information

Develop and implement infrastructure, technology, processes, and governance to strengthen Regional data and information interoperability. Establish technical connectivity, protocols, and standards to ensure protection of sensitive and classified information. In addition to response and recovery, this initiative supports Goal Three (Prevention & Protection) and Objective 3.2.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Information distribution governance model adopted	September 2006
Data sets and applications to be integrated determined	November 2006
HSOC NCR watch center desk operational	February 2007
EOC interoperability modifications specified	May 2007
NCR 800 MHz radio systems matched	July 2007
EOC conference bridging capability established	July 2007
WebEOC data exchange implemented	August 2007
DEH design complete	September 2007
VTC installed in all NCR EOCs	October 2007
Fiber network design complete	November 2007
RBMDN design complete	December 2007
Satellite telephones acquired	February 2008
DEH operational	September 2008
Fiber networks operational	November 2008
RBMDN operational	December 2008

Updated Milestones

Milestone	Target Date	Progress
<i>Information sharing government model is established</i>	<i>December 2007</i>	<i>35%</i>
<i>HSOC NCR watch center desk operational</i>	<i>February 2007</i>	<i>100%</i>
<i>EOC interoperability modifications specified</i>	<i>May 2007</i>	<i>100%</i>
<i>NCR 800 MHz radio systems matched</i>	<i>June 2007</i>	<i>100%</i>
<i>EOC conference bridging capability established</i>	<i>June 2007</i>	<i>100%</i>
<i>WebEOC data exchange implemented</i>	<i>June 2007</i>	<i>100%</i>
<i>DEH design complete</i>	<i>June 2007</i>	<i>100%</i>
<i>VTC installed in all NCR EOCs</i>	<i>June 2007</i>	<i>100%</i>
<i>Fiber network design complete</i>	<i>June 2007</i>	<i>100%</i>
<i>RWBN design complete</i>	<i>June 2007</i>	<i>100%</i>
<i>Satellite telephones acquired</i>	<i>June 2007</i>	<i>100%</i>
<i>DEH operational</i>	<i>September 2008</i>	<i>50%</i>
<i>Fiber networks operational</i>	<i>November 2008</i>	<i>40%</i>
<i>Regional Broadband Network Implemented (RWBN)</i>	<i>December 2009</i>	<i>35%</i>
<i>Demonstrate capabilities of the NCR IP</i>	<i>April 2007</i>	<i>100%</i>

Analysis

Initiative 4.2.3 has 11 of 15 milestones 100%. The milestones “HSOC NCR watch desk operational” and “EOC interoperability modifications specified” are now complete at 100% but their target dates were delayed due to a lack of funding.

The original milestone “Data sets and applications to be integrated determined” was deleted because it is ongoing and does not qualify as a milestone.

One milestone, “Demonstrate capabilities of the NCR IP,” was added to this initiative and it is complete at 100%. It was added because it is a critical milestone in completing the entire initiative.

The milestone “Information sharing government model established” was pushed out from September 2006 to December 2007 because of a lack of funding. The milestone is currently at 35%.

The milestones “Fiber networks operational” and “Regional Broadband Network Implemented” have slightly different wording for clarity. Their dates were pushed out to 2008 and 2009 because there was not enough funding allocated in previous years. FY 07 funding was requested to complete this project. The milestones show 40% and 35% progress respectively.

4.3.1 – Develop a regional resource management system for deployment and utilization of resources

Develop and implement a system for real-time, Region-wide management and deployment of resources during an emergency event.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Resource catalog complete	July 2006
Existing resource inventory systems profiled	October 2006
Protocols adopted for sharing resources via the new system	December 2006
New system requirements documented	February 2007
Static demo of new system delivered for evaluation	March 2007
Live, WebEOC-linked system delivered	April 2007

Updated Milestones

Milestone (from Strategic Plan)	Target Date	Progress
<i>Resource catalog complete (WebEOC)</i>	<i>October 2007</i>	<i>50%</i>
<i>Existing resource inventory systems profiled</i>	<i>October 2006</i>	<i>100%</i>
<i>Protocols adopted for sharing resources via the new system (WebEOC)</i>	<i>December 2007</i>	<i>25%</i>
<i>New system requirements documented</i>	<i>February 2007</i>	<i>100%</i>
<i>Static demo of new system delivered for evaluation</i>	<i>March 2007</i>	<i>100%</i>
<i>Live, WebEOC-linked system delivered</i>	<i>January 2009</i>	<i>75%</i>

Analysis

Initiative 4.3.1 has 3 of 6 milestones 100% complete.

The milestones “Resource catalog complete (WebEOC)” and “Protocols adopted for sharing resources via the new system (WebEOC)” have new target dates in late 2007. They have both shown progress and were pushed out because there was not adequate funding.

The milestone “Live, WebEOC-linked system delivered” is 75% complete and was pushed out from April 2007 to January 2009. The NCR jurisdictions each have WebEOC and the remaining 25% will be the linking of the systems regionally.

4.3.2 – Establish and implement regional, interdisciplinary protocols (e.g., mutual aid agreements)

Engage COG to develop Mutual Aid agreements and other protocols to allow the expansion of a Regional resource management program, which includes the stakeholders from the private sector and from outside the NCR, where appropriate.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Types of resources targeted for sharing identified	October 2006
Proposed circumstances triggering resource sharing drafted	December 2006
First draft of proposed agreement released	February 2007
Final agreement adopted	September 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Types of resources targeted for sharing identified</i>	<i>October 2007</i>	<i>40%</i>
<i>Proposed circumstances triggering resource sharing drafted</i>	<i>December 2007</i>	<i>40%</i>
<i>First draft of proposed agreement released</i>	<i>February 2008</i>	<i>40%</i>
<i>Final agreement adopted</i>	<i>September 2008</i>	<i>10%</i>

Analysis

Initiative 4.3.2 has 0 of 4 milestones 100% complete. Three of the milestones are 40% complete and the last one is 10% complete.

This entire initiative has been pushed out to late 2007 and 2008. This initiative did not receive enough funding to complete any of the milestones. FY07 Funding was requested to complete this initiative.

4.3.3 – Establish and implement regional, interdisciplinary standards for equipment interoperability

Develop a common set of Regional standards for equipment interoperability to facilitate flexible deployment of resources in the event of an emergency.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Catalog shared resource types	November 2006
Identify interoperability issues and options	January 2007
Characterize existing resource base according to interoperability issues and options	February 2007
Gather data on selection factors for various options	April 2007
Draft proposed interoperability standards	May 2007
Revised draft completed	September 2007
Standards adopted	September 2007

Updated Milestones

Milestone	Target Date	Progress
<i>Catalog shared resource types</i>	<i>November 2008</i>	<i>50%</i>
<i>Characterize existing resource base according to interoperability issues and options</i>	<i>February 2008</i>	<i>25%</i>
<i>Gather data on selection factors for various options</i>	<i>April 2008</i>	<i>40%</i>

Analysis

Initiative 4.3.3 currently has 0 of 3 milestones complete at 100%. This initiative did not receive adequate funding to complete any of the milestones.

FY07 funding was requested to complete this entire initiative in 2008.

Four of the original milestones: “Identify interoperability issues and options;” “Draft proposed interoperability standards;” “Revised draft completed;” and “Standards adopted” were deleted. These milestones are covered in the interoperability initiative.

4.4.1 – Model and exercise the appropriate 15 DHS scenarios to assess region-wide impact

Conduct Regional models and exercises of the 15 DHS scenarios (and other high-threat scenarios, where appropriate) to examine impact on the NCR, as well as ways to mitigate the impact or accelerate Regional recovery.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Models available for all major scenarios to improve planning, response and recovery potential for these scenarios	Fall 2006
Results of models reflected in exercises and live operations (Delete and reword)	Fall 2007
Long term preparedness policies, plans, resources, operations, activities in the NCR refined to reflect model outputs (Delete)	Fall 2008
Results of refinements to plans and preparedness activities reflected in improvements to exercise and operations after actions reports (Delete)	Fall 2008

Updated Milestones

Milestone	Target Date	Progress
<i>Models available for all major scenarios to improve planning, response and recovery potential for these scenarios</i>	<i>October 2006</i>	<i>100%</i>
<i>Incorporate each of the 15 scenarios into the 5 year Exercise Plan</i>	<i>October 2007</i>	<i>50%</i>
<i>Exercise each of the 15 scenarios within the 5 year cycle</i>	<i>September 2010</i>	<i>10%</i>

Analysis

Initiative 4.1.1 has 1 of 3 milestones complete at 100%.

The original milestone, “Results of models reflected in exercises and live operations” was re-written and now reads, “Incorporate each of the 15 scenarios into the 5 year Exercise Plan.” This milestone is currently 50% complete and on target for October 2007. The wording was changed to identify the progress shown toward the 15 DHS scenarios.

The milestone, “Exercise each of the 15 scenarios within the 5 year cycle” was added to track the ongoing progress of the 15 DHS scenarios. This milestone is currently 10% complete with a target date of September 2010.

Two of the original milestones were deleted. “Long term preparedness policies, plans, resources, operations, activities in the NCR refined to reflect model outputs” was deleted because it was covered in another initiative. “Results of refinements to plans and preparedness activities reflected in improvements to exercise and operations after actions reports” was deleted because it was moved to initiative 4.1.1.

4.4.2 - Align public, private, and NGO resources with identified needs for response and recovery

Create a document identifying the key roles that NGOs play in response and recovery operations, according to local, State, Regional, and Federal plans.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Public, private and NGO resources for response and recovery identified	November 2006
Identified resources matched with known response and recovery needs	January 2007
Mechanisms and formal documentation for integration of non-governmental stakeholders identified resources into response and recovery effort are completed	June 2007

Updated Milestones

Milestone	Target Date	Progress
NGO resources for response and recovery identified	January 2009	25%
Identify mechanisms and complete formal documentation for the integration of identified NGO resources in the areas of response and recovery	December 2009	0%
Regional strategic plan for non-profits and NGOs that is aligned with strategic plan	December 2008	10%

Analysis

Initiative 4.4.2 has 0 of 3 milestones 100% complete.

The original milestone “Public, Private and NGO resources for response and recovery identified” was altered to read, “NGO resources for response and recovery identified.” The milestone now focuses solely on identifying NGO resources to reflect the expertise of the initiative owner. The public and private resources are identified by other stakeholders. Public resources for response and recovery are currently identified in WebEOC. The target date was moved from November 2006 to January 2009 because there has been no UASI funding for this milestone. The current progress of 25% has been reached through fundraising efforts.

The milestone “Identified resources matched with known response and recovery needs” was deleted because it is covered by the updated second milestone.

The updated milestone “Identify mechanisms and complete formal documentation for the integration of identified NGO resources in the areas of response and recovery” is a reworded version of the original third milestone. This milestone was reworded to make it more clear. The target date was pushed out from June 2007 to December 2009 because it was not previously funded. FY07 UASI money was requested to complete this milestone.

The milestone “Complete regional strategic plan for non-profits and NGOs that is aligned with the NCR strategic plan” was added to show the work that will be completed after the original milestones are met. This milestone is currently being funded through the private sector.

4.4.3 – Review existing programs, mutual aid agreements, MOUs, and legislation to identify and close gaps in facilitating long-term recovery

Identify key long term recovery issues; review existing plans, policies, procedures, AARs to identify gaps in addressing these issues; and take appropriate corrective actions to close the gaps.

Original Milestones

Milestone (from Strategic Plan)	Target Date
Complete review of existing arrangements	July 2007
Identify gaps in recovery capacity	October 2007
Identify corrective actions necessary to fill gaps	March 2008
Develop plan for putting corrective actions into effect	September 2008

Updated Milestones

<i>Milestone</i>	<i>Target Date</i>	<i>Progress</i>
Complete review of existing plans and MOUs	July 2007	65%
Identify resources and gaps in long-term recovery capacity	July 2007	65%
Identify corrective actions necessary to fill gaps	March 2009	15%
Develop plan for putting corrective actions into effect	September 2009	0%

Analysis

Initiative 4.4.3 currently has 0 of 4 milestones 100% complete.

The wording of the original milestone “Complete review of existing arrangements” was reworded to read “Complete review of existing plans and MOUs.” The wording was changed to make the requirements of the milestone more specific. It is still on track to be accomplished by July 2007 and it is currently 65% complete.

The wording of the original milestone “Identify gaps in recovery capacity” was reworded to read “Identify resources and gaps in long-term recovery capacity.” The wording was changed to clarify the specific meaning. The target date was moved up from October 2007 to July 2007. It is currently 65% complete.

The milestone “Identify corrective actions necessary to fill gaps” was pushed out from March 2008 to March 2009. The target date was pushed out because the local plans are not complete

and therefore the corrective actions cannot be identified. This milestone depends on the previous milestone for completion. The milestone is currently 15% complete.

The milestone “Develop a plan for putting corrective actions into effect” was pushed out from September 2008 to September 2009. This milestone cannot be completed until the other milestones in this initiative are complete.

This initiative has not received adequate funding which caused the target dates to be moved out in the last two milestones.

