



Region 3 SWOT Analysis



REPT Steering Committee

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Executive Summary

Region 3 / the Capitol Region conducted SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses of each of its Regional Emergency Support Functions (RESF) during the spring and summer of 2008. SWOT analyses are employed in the business world as a tool assisting in strategic planning. From those analyses corporations, businesses, and project managers can develop “tactical” or operational strategies aimed at correcting identified short falls, and expanding strengths. In the realm of emergency management and homeland security this process transforms perfectly assisting local and state governments in addressing their capabilities and capacities to prevent, prepare, respond, and recovery from acts of terrorism, as well as natural, and manmade disasters.

The Capitol Region Emergency Planning Committee (CREPC) was formed in 2001 as part of the Capitol Region Council of Governments’ (CRCOG) Public Safety Council. The role of CRCOG as a Region Planning Organization (RPO) is to strengthen collaboration among its member municipal governments, provide regional purchasing services, member advocacy at the state and federal level, regional economic development, planning and development of transportation systems, and assisting local governments and citizens in articulating, advocating and implementing the vision, needs and values of their regional community. The mission of CREPC as a regional emergency planning committee was established through volunteer commitment to protect the citizens of the forty one (41) member municipalities from all types of natural and man-made disasters. Additionally CREPC serves as the local emergency planning committee (LEPC) for hazardous materials for twenty eight (28) of those member communities. CREPC accomplishes its mission through research, plan development, resource sharing, and plan implementation during emergency events.

In 2007, as part of its state strategy, the Connecticut Department of Emergency Management and Homeland Security (DEMHS) required each of the five (5) DEMHS regions to form a Regional Emergency Planning Team (REPT) in accordance with federal guidance. Unlike the other four (4) regions in the state CREPC was already fulfilling that function and as such adopted bylaws to serve as the DEMHS Region 3 REPT. Each REPT is responsible for emergency preparedness planning and collaboration at the sub-state regional level emphasized by the fact the State of Connecticut does not have a County governance system. Each REPT is responsible for the application of US Department of Homeland Security - Homeland Security Grant Program (HSGP) funds in accordance with regional, state and federal preparedness goals and priorities. It was this guidance and strategy which led to the aforementioned SWOT analyses and subsequent development of the Region 3 FY 2007 HSGP strategy and spending plan. *Up and until this point HSGP funds were distributed through DEMHS to local municipalities. In 2007 the State’s strategy to strengthen regional collaboration required all HSGP funds be distributed and applied on a regional basis.*

In addressing the ’07 HSGP grant requirements it should be noted that since 2004 most of the CREPC member municipalities have pooled their individual HSGP funds through CRCOG to develop regional solutions to common problems and strategies. To date CRCOG manages over thirty two (32) homeland security projects in excess of ten million HSGP dollars (\$ 10,000,000.00). This reality was easily recognized through each of the RESF SWOT analyses where most of the discussions were at the more strategic level and sustaining current regional HSGP projects versus new tactical or operational needs. Also apparent through the SWOT analyses was the need to assure sufficient funding to CRCOG in their role as grant fiduciary, and project management support.

Color legend:

Helpful to achieving objectives

Harmful to achieving objectives

Strengths :

- Existence and commitment of CREPC
- CROCOG support and leadership
- Municipal owned transportation resources
- Private sector participation
- Functioning Region 3 RESF 1 Committee
- RESF 1 Annex – Region emergency operations planning through the Capitol Region – Regional Emergency Deployment (RED) Plan
- Willing State Partners, CT Transit / Information Accessibility
- Traffic Diversion Plans – (Highways only)
- Airport Capacity – nine (9) airports in Region
- Rail System – passenger & freight
- Access to Highways – main transportation corridor through region
- Access to Waterways – navigable CT River
- Interoperability – Intercity radio system
- Access to CT National Guard and CT Air National Guard
- CREPC Regional Coordination Centers
- Recent UASI designation for Hartford Metropolitan Area
- Completed Unified Response Manual

Weaknesses :

- Leadership Capacity in RESF 1 – lack of redundancy for regional emergencies
- Lack of Activation System for Resources – No Drivers on Call
- Lack of a Robust Resource Database
- Planning Gap from Local to Regional to State – Limited operational capacity and commitment to process
- Undefined Roles/Responsibilities from planning to operations
- No standardized commuter release plan – inclement weather, emergencies, etc.
- Highway congestion – lack of mass transit options, underused mass transit options
- Region split by river – Nine (9) crossings & limited information re: Infrastructure Protection Program
- Overreliance on Military Resources- National Guard, may not be readily available
- No Designation of Evacuation Routes
- No Resource Maps
- Lack of awareness / information regarding planning and actions of other RESFs

Opportunities :

- Increase training / training opportunities for transportation related incidents
- Expand integrated communications – public and private sector transportation resources usually not part of established interoperable systems
- Expand Committed/Consistent RESF 1 Participation – CT State Police, CT Dept of Transportation Management-Rail-Public/Private Sector, CT Dept. of Corrections (buses)
- Coordinated regional response of transportation resources
- Assuring RESF 1 Leadership and continuity
- Access to highway variable messaging system– requires change in State policy
- Acquire Messaging Technology
- Access to dynamic highway information (CDOT's video cameras, etc.)
- Acquire interoperable resources for coordination of transportation resources
- Plan Integration – integrate appropriate emergency plans dealing with transportation needs
- Dynamic resource coordination, acquire IT management systems - System Status Software-real time information

Threats:

- Agency / personal agendas, egos – turf wars
- Limited / diminished funding stream for regional solutions
- Non-participation from essential partners – local governments, decision makers
- Lack of regional authority
- Legal and physical boundaries
- Insufficient regional training
- Lack of sufficient support staff
- Lack of participation with training opportunities
- Lack of recognition as key resource and inclusion in first responder family protection planning
- Region split by river – Nine (9) crossings & limited information re: Infrastructure Protection Program

Strengths:

- Building Interoperability
 - Intercity – Fire Frequency
 - RAFS – Police Frequencies
 - I-Tac / I-Call
 - STOCS
 - CT-DEMHS – High Band Frequency
 - C-MED centers
- Ham Radio Network
- ESF-2 Committee
 - Structured platform for collaboration and cooperation among multiple agencies & disciplines
 - Proven results
- Organized structure with strategy & operational responsibilities
- RED Plan – Regional Emergency Operations Plan
- Trained - Regional Incident Dispatch (RID) Team – Only one in state
- Communication hard ward / computers
- Mobile Communications –
 - CP-4 Enfield
 - CP-8 Newington
 - CP-10 Bloomfield
 - CP-12 South Windsor
- CAPTAIN System – Police & Fire
- Capitol Region Emergency Planning Committee
- Regional Integrated Coordination System – RICS at CCSU
- Tolland County Regional Dispatch Center – Station TN
- Multi-Regional Interoperability PSAP to PSAP (Public Safety Answering Point)
- CREPC Regional Coordination Centers
 - New Britain
 - Windsor Locks
- Future CREPC RCC – Manchester
 - Full EOC capacity
 - Training facility
 - Outfitted for personal comfort – dormitory / kitchen facilities
 - Offices for CREPC?
- MED-Net – Inter-C-MED medical network
- CT-State Police Emergency Radio Network – C-SPERN
- CT-National Guard – Communication Trailers
- CST-14 / CT-Civil Support Team
- CT-DPH Satellite Phones – All Acute Care Hospitals & C-MEDS

Weaknesses:

- Too many Masters – Lack of control over communication systems
- No sustainment guaranties
- Lack of dissemination of all information
 - Training opportunities
 - Information bottleneck – At PSAPS / Local Police Chiefs
- Lack of communication redundancy
- Insufficient base stations to monitor interoperable communication frequencies
- No coordinated Regional Training / Exercise plan for ESF-8 components

Weaknesses – cont'd

- Different agendas
 - Answering to local government needs
 - Direction from Public Safety Service Chiefs
- Local Emergency Tele-Communications funding
- Training opportunities – under advertised / under attended
- Under utilization of Ham Radio system & operators
- Lack of knowledge / Under utilization of Military Affiliate Radio System (MARS)
- Lack of coordinated leadership – local to region to state
- Cross-Banding – Various / incompatible communication systems create a patch work of fixes
- Inconsistent practices – Some PSAPs do not monitor interoperability frequencies
- Lack of minimum communication standards
 - Not all radios can perform the same functions
- Inconsistent Tele-communication Operator training
- Lack of Control over policy & accountability -
 - PSAPs / communication centers by majority part of larger police departments
 - Little input into purchases and development of standards
 - Little chance to set priorities
 - At the mercy of the Towns / I.T. Departments
- Lack of Coordination at the local level
- Lack of RESF-2 participation in developing systems and networks
 - Region & State left to build communication bridges vs. a more coordinated approach at the front end of the process
 - “Everybody building their own system”
 - RID Team expected to use / patch systems together
- STOCs – An unfunded mandate
- Lack of follow through
 - Exercises – ESF-2 participation / involvement
 - After Action Reports & Corrective Action Plans
- Inconsistent funding streams –
 - One time allocations / bonding
 - One time grants
- Inconsistent buy in / participation from all Region-3 towns
- Inconsistent training / use practices
 - How to use the radios & frequencies we have
- Lack of a dedicated I.T. Network
- Lack of identified IT sector for Region 3 RESF-2
- “Newness” of STOCs – STOCs has not been tested from system to system
 - No mechanism in place to test STOCs interoperability capacity
- Lack of common alerting system from PSAP to end user –
 - Different and various “private” vendors and systems in place
- Too Many Choices -
 - What do we use
 - When do we use it
 - How do we use it
- Negativity – “we can’t do that” vs. getting it done
- Multitude of HSGP projects, limited CRCOG staff

Opportunities:

- Expand training to reach broader audience
 - Recognized accreditation of training
- Expand end user training for Non-Governmental Organizations, e.g. non municipal based EMS, etc.
- Standardize local practices
 - Develop consistent S.O.P.s
- Involve RESF-2 in system/s development
- Better use of current IT capacity – information dissemination – planning
- RESF Cross Pollination
 - What is happening across the Region
 - Share subject matter expertise
 - Visibility with other ESFs / planning partners
- Expand - Regionalized Dispatch centers
 - Expand / use of best practices
- Outreach – encourage regional participation
- Leverage use of SCIP Funds
 - “Tell us what you want”
- Leverage technology coming the region
- Increase public education
 - Better pre-event disease information
- Focused / consistent ESF-2 meetings
 - Investigate adding small training component
- Participation in future regional police academy
 - Communication curriculum development
 - Use of certified Tele-Communication instructors
- Build out CRCOG / CREPC capacity to administer projects
- ESF-2 leadership attendance / participation at CRCOG Public Safety Council meetings
- Mandate process / standards if using “Regional funds” for local communication projects
- Regional coordination of all communications
- Regional input with all communication projects
- Breakdown cylinders of excellence (aka silos)
- Standardized regional practices incorporated into daily operations
- Better define / implement Concept of Operations

Threats:

- Egos – turf wars
- Differing agendas
- Home rule – preventing assessment of Regional Dispatch Centers
 - Loss of Autonomy
- Changing political will – loss of political motivation and support
- Loss of funding
- Non management of expectations
 - Response capabilities
 - Public expectations of service – unclear /unrealistic
- Not seeing the BIG picture
- Non sustainable operational capability
- Fragmented approach to resolving communication short falls
 - As a direct result of “everyone building their own system”
- No standardization – no minimum standards
- State & Federal Mandates
- Not taking advantage of IT sector and advances

Strengths :

- Public works personnel represent unique skill sets – multiple problem solving applications
 - Fabricators
 - Inventors
 - Develop solutions under pressure
 - Willingness to help
 - Knowledge is a resource
 - Adaptability
 - Developed Subject Matter Expertise
- Public Works & Engineering represent specialized equipment and uses
- RED Plan – Regional Emergency Operations Plan
 - Structured platform for collaboration and cooperation among multiple departments and jurisdictions
- Committed workforce
- Always prepared for the unknown
- Have to maintain self-sustainability
 - They are the maintainers
- Ability to prioritize and manage multiple projects and tasks
 - Right people, in the right place, at the right time
- Logistical skills
- Capitol Region Emergency Planning Committee
- Regional Integrated Coordination System – RICS at CCSU
- Public Works and Engineering is the community “back stop / safety net”
(also cited as a “community” weakness)

Weaknesses :

- Little to no participation in regional planning
- Lack of standardized practices
- Lack of standardized training / curriculum
- Lack of knowledge of regional plans and resources
- Lack of situational awareness beyond own community
- Size of workforce
 - Insufficient staffing resources to meet all the needs of the community
- Single shift operations –day time
 - Workforce may not be available after business hours
- Forced to work outside of recommended span of control
- Insufficient access to training / “funded seats”
 - OSHA training becomes unfunded mandate
- No participation in Regional planning initiatives
- Little Continuity of Operations planning
 - Development of operational manuals
 - Managerial / operational redundancy – operational “knowledge” resides with one to two managers.
- Lack of operational understanding / integration regarding RED Plan
 - What it is meant to do
 - How is it operationalized
- Public Works and Engineering is the community “back stop / safety net”
- Public Works & Engineering not identified as first responders / but are critical to community infrastructure
- Lack of systematic approach to debris management
 - No State leadership

Weaknesses, cont'd

(debris management)

- Where does it go
- What goes where
- Public Works & Engineering not part of interoperability initiatives
 - Cell phones vs. radios
- Inconsistent fueling / refueling practices
 - Fuel availability
 - Commercial fuel services – departments relying on “gas stations”

Opportunities :

- Standardize equipment
- Expand end user RED Plan training
- Standardize local practices
 - Develop consistent S.O.P.s
 - Operational practices
- Integrate standard practices
- Increase ESF-3 local participation in regional initiatives
 - Enhance ESF-3 planning efforts
- Increase participation in ESF-3
- Develop common training practices
 - Regional Public Works training academy
- Enhance integration of resource coordination
 - Collaborative effort for service / resource sharing
- Create / Enhance Public Works interoperability
- Increase collaboration with key partners
 - Private sector
 - Utility providers
 - Establish communications and networking opportunities
- Leverage current technologies
 - GIS / AVL
 - Build IT capacity
- Develop Public Works & Engineering public education program
- Expand service sharing practices
- Develop partnership with CT-COT for information sharing
 - RWIS – Road Weather Information System
 - Information currently not being shared with any frequency
- Build out transportation infrastructure protection
 - To include critical intelligence and information

Threats:

- Home rule – parochialism
- Unstable economy
- Public sense of entitlement
- Loss of political will to participate in regional service sharing
- Low self esteem
 - Personnel and services taken for granted
- Unable to manage expectation
- Family protection issues
 - Who is watching out for family
 - Are they included in protection plans
- Union Contracts

Threats, cont'd

- State / Federal law compliance
 - Unfunded mandates
- Inconsistent worker safety practices
 - Lack of standard approach to “Safety Officer” practices
 - Permit required confine space entries
- Threat of litigation
- Budgets
 - Who pays the bill for “mutual aid”
 - Non-declared emergencies
 - Creating Operational crisis
- Unstable economy

Strengths :

- Organized committee through Capitol Region Fire Chiefs Assoc. (CRFCA)
- CRFCA supports RESF structure
- Robust resources / deployment capacity – 11 Regional Taskforces – 35 Firefighters in each –
- Regional resources- components of larger Statewide Fire/Rescue Disaster Response Plan
- Interoperability capacity – Intercity Radio / STOCS
- Expanded CBRNE equipment caches throughout region
- CR-RESF-4 members with state leadership roles
- RED Plan tested / proven
- Access to County Fire Response plans
- Introduction of region wide Accountability System
- Increased cooperation from communities, multi-disciplined
- Access to Tolland County Emergency Operations Center

Weaknesses :

- Friction remains between some career and volunteer departments
- Coordination & Integration needs of various County Fire Plans / RED Plan – (Hartford/Middlesex/Tolland Cnty Plans)
- Limited seats / training class sizes
- RED Plan not fully integrated / understood
- Limited succession planning for Regional leadership
- Limited / lack of “regional” funding
- Lack of commitment from all communities / departments & planning partners
- Different standards among departments for Fire Officer eligibility
- Lack of complete “operational” interoperability – equipment / use / practices
- Lack of recognition of standardized training and certifications

(e.g. is F/F I certification from CFA Recruit Program “better” than F/F I “classes” held at sub-regional level)

Opportunities :

- Break down barriers / boundaries
- Expand use of technology
- Leverage use of specialized equipment and trained personnel
- Expand Accountability System to every department
- Expand Regional training opportunities – needs assessment for prescribed and specialized training
- Expand Regional Exercise/s involvement
- RED Plan training
- Training for CBRNE equipment caches / other in region specialized equipment (decon systems, personnel safety)
- Regional Dispatch Center
- Capitalize funds for integrated communication interoperability

Threats:

- Union contracts – restricting access to volunteer base
- Lose of political / community support
- RESF-4 leadership wearing many hats – availability of Subject Matter Expertise when needed the most
- Lack of funding for sustainment / maintenance of CBRNE / specialized equipment in region
- Different priorities / objectives & mission from local to region to state
- Competition among planning partners / disciplines for limited funds – e.g. SHSP / LETPP
- Ability to manage expectations – do we have capability to produce / respond as outlined in various plans

Strengths :

- ESF-5 - Structured platform for collaboration and cooperation among multiple agencies & disciplines – lead for regional coordination
 - Lynch pin to CREPC
- Organized structure with strategy & operational responsibilities
- ESF-Duty Officer program
 - Rotating call schedule for 24/7 coverage
 - Experienced personnel
 - Geographic regional coverage
- RED Plan – Regional Emergency Operations Plan
- Attitude / willingness to accomplish mission
- CRCOG staff support
- Trained work force & volunteers
- Commitment to process –
 - NIMS
 - ICS
 - HSEEP
- Increased collaboration / cooperation with State partners
- Use of Best Practices
- Trainer the trainers – multidiscipline
- Trust
- Internal communications – networking
 - Strong peer support
- Provides guidance to Regional ESFs
- Initial contact for RED Plan and regional resources
- CREPC Regional Coordination Centers
 - New Britain
 - Windsor Locks
- Future CREPC RCC – Manchester
 - Full EOC capacity
 - Training facility
 - Outfitted for personal comfort – dormitory / kitchen facilities
 - Offices for CREPC?
- Local Government support
- Planning process with results
- Urban Area Security Initiative designation for Hartford Metropolitan Statistical Area

Weaknesses :

- ESF-5 personnel have core responsibilities, other than regional interface, with their employers
 - “We all have real jobs”
- All hazards Incident Management Team
 - Limited position specific training to support RCC
- Lack of depth to Command and General Staff positioned personnel
- Lack of full first responder representation
- ESF-5 personnel fire and emergency manager based
- Differing agency agendas
- Seemingly inconsistent ESF-5 management across the five DEMHS regions
 - Region 3 Sub-state level / regional - resource coordination differs than other regions
- Lack of Regional support
 - Duty Officers using their own cell phones / laptops
- No Regional IT infrastructure

Opportunities :

- Training and integration of all ESFs
 - Recognized accreditation of training
 - Available resources
 - ESF missions
- Develop process for meeting National Preparedness Goals Target Capabilities
- Build CREPC leadership
 - Functional multi-discipline CREPC roles
- Better use of current IT capacity – information dissemination – planning
 - Acquire IT/communication solutions
- Formalize Duty Officer positions
 - CREPC / regional supported positions
 - Develop job descriptions
 - Hire per diem personnel
- Lead by example
 - Focus on big picture
 - Positive posture
- Develop / implement marketing strategy
- Manage expectations - realistic assessment of capabilities

Threats:

- Loss of political will
 - Community CEO apathy
 - loss of local support
- Home rule
- Chasing funding becomes first priority
- Lack of consistent funding
 - Current funding stream is entirely federally granted
 - No state support
 - Competing community interests
- Limited understanding / trust
 - Region to State / State to Region
- Perception of CREPC
 - Building CREPC fiefdom
- Egos / different agendas
- Protection of family & co-workers
- Non management of expectations
 - Response capabilities
 - Public expectations of service – unclear /unrealistic
- Non sustainable operational capability
- Decreased commitment to regional planning process
- Volunteer workforce – never know who will really respond
- Insufficient risk communications
- Uneducated public

Strengths :

- Partnership with Red Cross -Experienced in shelter operations
- Identified shelter locations
- Have gone through shelter operations
- CREPC-provides platform for planning and collaboration
- Work being done for expanded scope of sheltering –Universal Access Sheltering Guidance /Supportive Care Shelters
- Regional and State evacuation and sheltering guidance
- Pre-deployed sheltering supply caches
- Shelter management training for Community Emergency Response Teams (CERT)
- Private sector involvement in shelter training – employees available to assist home community operations
- Red Cross partnership with CT Dept. of Corrections for feeding
- May '07 regional shelter functional exercise

Weaknesses :

- Insufficient Mass Sheltering capability -locally, and regionally
- Lack of regional planning for Mass Care & Sheltering / Housing
- Heavy reliance on Red Cross
- Mass care and sheltering not identified as a priority - locally
- Silos of capabilities - not connecting the dots -
- Limited shelter feeding capacity - none for a regional event
- Unrealistic concept of sheltering capabilities – difference between capability and capacity
- No substantive regional connection with Faith Based Organizations (FBO)
- Limited FBO capabilities compared with other regions of the US
- No established vision and game plan for RESF-6 stakeholders – gaps between plans and capabilities
- Not taking advantage of public educational programs – *Be Ready* family planning
- No carry through on UAS guidance – plan just sitting there
- Insufficient funding streams for shelter power generation needs – i.e. use of schools as shelters, generators not covered through State bonding process
- Inadequate physical resources for “projected” sheltering targets
- Limited social service support – locally, regionally
- No regional shelter locations identified for Supportive Care and Universal Access Shelters
- Unfocused leadership, vision, direction from State agencies – overselling of state’s capabilities
- Lack of integration from local to regions to state emergency management
- Lack of recreational / “keep busy” programs for extended shelter operations
- Lack of resources database
- Lack of RESF-6 planning resources

Opportunities :

- Re-connect with Non-Governmental Organizations (NGO) partners / stakeholders
- Form partnerships and alliances for feeding resources
- Take advantage of best / promising practices
- Take advantage of educational programs – identify gaps from there and acquire programs to meet shortfalls
- Identifying / categorize additional support and logistical resources e.g. persons, places and things
- Identify and tap into additional resources
- Identify process for assessing costs associated with large scale sheltering / relocation operations
- Conduct RESF-6 Capabilities Assessment
- Better access and understanding among the other RESFs
- Acquire resource and inventory management capabilities

Threats:

Complacency – individuals, all levels of government- limited potential for natural disasters
Recovery larger issue than actual event – effects of event will outlive the event itself
Mass Care not identified as a priority
Red Cross moving away from supply caches
No supportive care teams
Limited funding for Mass Care needs
Limited security available for shelters
Lack of standards for a large event – supports, logistics, resources

Strengths :

- CREPC-provides platform for planning and collaboration
- Recognition of the need to manage resources
- Recognition of the need to inventory resources and assets
- RESF planning and operations structure
- Resource Typing initiative started in Region

Weaknesses:

- Limited FEMA definition of ESF Resources
- Resource management has been defined by State of CT using an EXCEL spreadsheet, not a data base
- Different approaches / tools to developing inventory and resource lists, data not consistent
- Lack of understanding difference between resource typing and inventory
- Minimal participation in RESF-7
- Not taking advantage of current technology to inventory, manage, and track resources and assets
- No Regional Logistician (resource manager) to manage and maintain Regional resources
- Lack of knowledge among all RESFs and communities regarding current Regional resources and assets
- No Regional database

Opportunities:

- Research and acquire robust IT / web based application to inventory, manage, and track resources and assets – accessible by communities
- Contract for support to collect consistent data
- Contract for resource / logistical management support
- Develop marketing plan highlighting Regional resources and assets available to communities
- Complete Resource typing initiative for Region

Threats:

- Partners become disenchanted with numerous requests for same data
- Funding priorities – limited funding
- Sustainability of “real” resource inventory system
- Loss of funding
- Loss of political will – apathy

Strengths :

- ESF-8 EMS Committee
 - Structured platform for collaboration and cooperation among multiple departments and jurisdictions
- Plans in place
 - Mass Casualty Plan
 - Forward Movement of Patients Plan
 - Statewide EMS Mobilization Plan
 - Mass Decontamination Plan
- RED Plan – Regional Emergency Operations Plan
- Committed workforce
 - Enthusiastic
 - Highly motivated volunteer force
- Developed Subject Matter Expertise
 - Revenue recovery
 - Full time management
 - Community services
- Workforce comes from multiple disciplines
 - Extensive non-EMS skill sets
- Highly adaptable workforce
- Communication Infrastructure - Interoperability
 - C-MEDs - MEDNET
 - Tolland County Regional Dispatch
- Regional Mass Casualty Incident equipment trailer
- Capitol Region Emergency Planning Committee
- Regional Integrated Coordination System – RICS at CCSU
- EMS workforce quickly mobilized
- Sub-Regional mutual aid
 - Tested – e.g. daily operations / effective
- Multi-Regional Interoperability PSAP to PSAP (Public Safety Answering Point)

Weaknesses :

- Current state of Health Care System
- Insufficient funding
 - Inadequate revenue recovery
 - Medicaid - Medicare
- Lack of standardized practices
- Lack of standardized training / curriculum
 - No enforcement / lack of oversight of training taking place
 - Vehicle operator training
- Lack of a standardized EMS Quality & Assurance program
- Training not integrated into operational capabilities
 - EMS Strike Team training
- Limited participation in Regional planning initiatives / ESF-8 EMS Committee
- Inability to fully leverage / take advantage of regional participation
 - Local needs will always come first
- Lack of operational understanding / integration regarding RED Plan
 - What it is meant to do
 - How is it operationalized
- Not taking advantage of technology
 - Paperless PCR

Weaknesses, cont'd

(insufficient use of technology)

- Patient Tracking System
- Live meetings via the internet
- Training seminars / sessions
- C-MED with no “authority” for EMS system status and incident coordination
 - Destination hospital designation
 - Lack of Regional authority
- Regional protocols not synched
- State borders – an issue for EMS services that border another state
 - Mutual aid
 - Medical direction
 - Patient transportation – destination hospital
- Upcoming radio frequency “re-farming” Public Safety 2018, private sector, aka commercial ambulance services 2013
 - Unfunded mandate
- EMS Staffing shortages
 - Inadequate pool of qualified candidates
- Volunteer force shrinking
 - Time commitment
 - Two income families
- Vehicle reliability - availability
 - Ambulances becoming more sophisticated / complicated
 - Local maintenance shops unable to service ambulances
- Population shifts
 - Higher percentages of Medicaid / Medicare patients
- Lack of dedicated Bariatric Units – patients greater than 500 lbs-High utilization rate of units currently in service

Opportunities :

- Standardize equipment
- Expand end user RED Plan training
- Standardize local practices
 - Develop consistent S.O.P.s
 - Operational practices
 - Training initiatives
- Integrate standard practices
- Enhance integration of resource coordination
 - Collaborative effort for service / resource sharing
- Involve ESF-8 at front end regarding planning requirements / regional solution applications
- Enhance / expand service representation / ESF-8 EMS participation
- Build C-MED into Regional Dispatch & Coordination
 - Expand authority
 - Resource allocation
 - Destination hospital designation
- Build out MCI trailer & equipment
 - Regional MCI trailers placed into service before they were “ready”
- Develop regional caches of shared equipment
 - Backboards
 - Immobilization devices
 - General durable medical goods

Opportunities, cont'd

- RESF Cross Pollination
 - What is happening across the Region
 - Share subject matter expertise
 - Visibility with other ESFs / planning partners
- Take advantage / leverage funding opportunities
- Promote legislative needs and initiatives
 - Treat & release protocols – funding / revenue recovery
 - Medical livery availability for downgraded 911
- Acquire regional system status / situational awareness capability
 - Patient tracking system
 - WEBOC
- UASI (Urban Area Security Initiative) designation for Hartford MSA (Metropolitan Statistical Area)
- Expand training of current CBRNE equipment cache
- Assess CBRNE / WMD response capabilities
 - Utilize HIRA Planning Model(Hazard Identification Risk Analysis)
 - Develop strategy for equipment procurement / training
- Take advantage of technological solutions
- Develop Regional “Show & Tell” / marketing program

Threats:

- Loss of political will and motivation to regional participation
- Loss of funding
 - One Time Grants
- Insufficient qualified recruit candidate pool
- Commercial / non-governmental EMS services competition for service & limited dollars
- Poor economy – Federal to Local
 - Doing more with less – it is never ok to cut services though
 - Impacts all budgets
 - Increased demand for service
 - Default to higher taxes
- Unfunded State and Federal mandates
- Energy Costs – Price of gasoline
- Lack of qualified / quality EMS candidate pool
- Resistance to change
- Union contracts
 - What is the impact during “regional / state” emergency / event
- Borders / Turf Wars – Home Rule
- Egos / differing agendas
 - Lack / unwillingness to understand / participate in regional solutions
- Regional sustainability
- Apathy

Strengths :

- ESF-8 Committee
 - Structured platform for collaboration and cooperation among multiple agencies & disciplines
- Organized structure with strategy & operational responsibilities
- RED Plan – Regional Emergency Operations Plan
- MMRS jurisdiction with sustainment funding – full time administration for MMRS / ESF-8
- Capitol Region – Medical Reserve Corps
- Medical cache –
 - 55 Bed MACU – tents, trailers, generators, HVAC system
 - Pharmaceutical countermeasures
- Trained public health work force & volunteers
- Public Health & Medical Subject Matter Expertise
- Increased collaboration / cooperation with State partners
- Use of Best Practices
- Funded Cities Readiness Initiative designation for Region 3
- CREPC Regional Coordination Centers
 - New Britain
 - Windsor Locks
- Future CREPC RCC – Manchester
 - Full EOC capacity
 - Training facility
 - Outfitted for personal comfort – dormitory / kitchen facilities
 - Offices for CREPC?
- Private sector involvement
- Local Government support
 - Planning process with results
 - Urban Area Security Initiative designation for Hartford Metropolitan Statistical Area

Weaknesses :

- Current status of Health Care System
 - Hospitals facing surge crisis daily – “The Storm is Here Now”
- Staff & volunteers are being double and triple counted
 - Can we realistically expect everyone will be available for “US”
- No defined alternative standards of operations
 - How do ESF-8 component parts continue to operate with fewer personnel
 - Continuity of Operations not only by agency but across the region
- Lack of focus on the bigger picture – fragmented approach
- No coordinated Regional Training / Exercise plan for ESF-8 components
- Different agendas
 - Answering to local government needs
 - Direction from local boards for Health Districts
- Local Public Health funding
- Under funded Bio-Terrorism Preparedness / Public Health Preparedness Program
- Increased demands for Public Health services
- Lack of coordinated leadership – local to region to state
- Inconsistent ESF-8 development across regions / state
- Lack of consistent participation across ESF-8 components
- Poor hospital participation in ESF-8 / REPT process
 - Same 3-4 hospitals at meetings, where are the others
- Lack of County structure – planning applications – one “regional” health department
- Lack of credentialing program / process
- Little support of Emergency Medical Services

Weaknesses cont'd

- Under utilization of communication / C-MED centers
- No efficient mechanism in place to maintain situational awareness / Common Operating Picture
- Loosely / no defined roles and responsibilities
- Not everyone is trained / comfortable with RED Plan
- Limited knowledge of regional resources
 - What is in the Region / State
 - How do we access the different resources
 - Statewide Behavioral Health Strike Teams
- Limited operational leadership
 - Ability to staff ESF-8 functions in an emergency
- Limited / non-proficiency disseminating information – CREPC/CRCOG – other planning partners
- Negativity – “we can’t do that” vs. getting it done

Opportunities :

- Standardize local Public Health training
 - Recognized accreditation of training
- Regionalized dispatch
- Better use of current IT capacity – information dissemination – planning
- Develop Alternative Standards of Care & Operation
- Develop robust Alternative Care System
 - Universal Access Shelters
 - Supportive Care Shelters
 - Alternative Care Facilities
- Cross pollination
 - Share subject matter expertise
 - Visibility with other ESFs / planning partners
- Develop / implement marketing strategy
- Develop recruitment – retention strategy
- Optimize use of Capitol Region CERTs
- Use Public Health Interns to assist with regional projects
- Increase public education
 - Better pre-event disease information
- Increase DEMHS Regional capacity
- Engage all ESF-8 planning / operational components
- Build out CRCOG / CREPC capacity to administer projects
- Supplement ESF-8 structure with stronger operational response
- Better define / implement Concept of Operations
- Increase Private Sector participation
 - Reach out through ESF-14 / DEMHS
- Increase ESF-8 participation
- Apply HIRA –Hazard Identification Risk Analysis planning model
- Restructure / redefine ESF-8 meeting and work process
 - Quarterly full ESF-8 mtgs / focused agendas
- Better integrate planning process / coordinated agendas
 - Develop common mission
- IT solutions – web/browser based solutions for situational awareness, resource / assets management, dynamic system status monitors, patient tracking, bed availability
- Coordinated Exercise & Training
- Increase medical cache
- Manage expectations - realistic assessment of capabilities
- Expand leadership – sub-committee participation

Opportunities, cont'd

- Expand RED Plan training across available mediums
- Equalize training funds across ESF-8 components
- Reach out to local Boards of Education
- Increase awareness of ES-8 at local CEO level, and Emergency Management Directors

Threats:

- Loss of Public Health Preparedness funding
 - Loss of planners / B.T. coordinators
- Home rule – preventing assessment of regionalized Public Health
- Perception of CREPC
- Egos / different agendas
- Protection of family & co-workers
- Changing political will – loss of local support
- Loss of MMRS funding
- Non management of expectations
 - Response capabilities
 - Public expectations of service – unclear /unrealistic
- Culture of dependency / entitlement
- Non sustainable operational capability
- Decrease public / volunteer participation
 - Apathy
 - Fear of disease / injury
- Decreased commitment to regional planning process
- Volunteer workforce – never know who will really respond
- Insufficient risk communications
 - Uneducated public
- Changing National priorities
- Undefined threats – unknown impact on long term recovery
 - Long term illnesses
 - Increased disease threats
 - Fear of unknown – consequences of response
- Local budget cuts
- Insufficient resources to administer / sustain grant programs
- “Can’t do” attitude
- Regional planning discrepancies
 - Planning process and outcomes in other regions

RESF #: 9

RESF Name: Search and Rescue

Strengths :

- Trained and organized All Terrain team –robust membership – CT Canine Search & Rescue
- Tolland County Search & Rescue – All Terrain, Water & Ice
- State USAR (building collapse) Team
- Highly trained expertise throughout Region – Bike Teams

Weaknesses :

- Lack of system and resource knowledge among 1st responders
- Needs Assessment
- Limited interoperability – Integrated communications
- Funding streams
- Individually / privately owned resources
- Lack of storage space
- Who owns / maintains what resources
- Lack of a distributed database

Opportunities :

- Sustain operations - s\$ 5,000.00 SHSP Line Item
- Conduct needs assessment
- Marketing to 1st responders / response agencies
- Training – notification / response protocols

Threats:

- Turf wars – Egos / agendas
- Lack of fixed funding
- Lack of SAR awareness – capabilities and resources

Strengths :

- Capitol Region - Regional Haz Mat Response Team – Fully equipped Multi-disciplined – fire, public health, law enforcement, Ind. Hygienist
- Funding stream – CR-HMT receives SHSP sustainment
- Pre-deployed response components across Region
- Trained expertise across region – 2 Type 1 Teams – 2 Type 2 Teams
- Affiliation with Hartford PD Bomb Squad – Only RHMT in state with such affiliation
- Cooperation between career and volunteer fire departments making up CR-HMT

Weaknesses :

- Lack of knowledge of team, resources, capabilities, notification
- Lack of Marketing
- Ability to maintain and store specialized equipment across region
- Assessment needs - Commonality of use – how resources are used / maintained
- Availability of personnel to train – differences between career & volunteer members

Opportunities :

- Expand training opportunities
- Marketing – CR-HMT & Regional resources
- Educate to notification protocols / scene assessment needs
- Recruitment – sustain operational capacity levels

Threats:

- Diminished funding –funding ceases
- Reduction / loss of political support
- Reduction / loss of support from member departments – personnel withdrawal from team
- On scene friction – CT-DEP / CSP ESU / FBI – everyone wants to be in charge
- Traditional friction between career and volunteer departments

RESF #: 11

RESF Name: Animal Protection (Agriculture & Natural Resources)

Strengths :

- High degree of public support for RESF 11 mission.
- Existing relationships within CT with animal interested individuals and organizations (MOUs).
- Clear pathway to volunteer inclusion (CERT). Many RESF 11 jobs require minimal levels of specialized skill or training.
- Existing deployable animal shelter cache complete – 750 portable cages and pens
- Public Act 07-11 has created impetus for towns to prioritize RESF 11.
- Robust multidiscipline planning and capabilities across the Region-CREPC
- Untapped veterinary human resources available
- Clear mission definition for companion animals
- Transport of citizens planned through RESF 1

Weaknesses :

- Funding unallocated for the remaining 4 Regions leaves remainder of state uncovered, a mutual aid vacuum.
- R3-RESF 11 leadership presently just 2 deep.
- Many existing volunteers have not completed CERT
- Unclear plan for moving RESF 11 equipment to deployment site(s)-Who, When, How???
- Municipal authorities tend to plan to their geographic borders alone- Compete for volunteers
- Mixed awareness of available RESF 11 resources by municipal authorities and Chief Executive personnel
- Veterinary medical care triage capability is not organized or planned
- Gaps in capability include single animal large animal incidents (trapped horses, trailer accidents)
- Unclear plan for moving citizen owned animals to shelter(s)-(vehicles, cages)
- Have not taken full advantage of available veterinary human resources

Opportunities:

- Develop RESF 11 advocacy for remaining DEMHS regions – funding / resources
- Take advantage of specialized training -CHC, a CTSART partner, has the Horse-911 educational program for Fire Depts. and citizen groups
- Tap into large pool of potential RESF 11 volunteers for jobs not requiring a high level of training-Existing CERTs may be engaged.
- Upcoming CERT training - CERT RESF 11 training module under development
- Upcoming Regional exercise opportunity to partially deploy and demonstrate RESF-11 capabilities
- Work to create a Veterinary Medical Reserve Corps component to MRC providing veterinary care when CR-MRC is deployed
- Develop a separate trailerized large animal rescue equipment cache-more easily deployable to large animal incidents
- Take advantage of resources within CREPC to resolve transportation weaknesses

Threats:

- Conflicting information from numerous NGOs which compete for volunteers and funds – public bombardment
- Political agendas of disparate animal organizations may impede a coherent response
- Passing of time leads to volunteer attrition-apathy
- Limited funds to engage volunteers in recurrent training weakens response capability
- Single town initiatives degrade overall Regional planning
- Public misperception of priorities & capabilities may create unmet expectations (animal “rescues”, large animals)

Strengths :

- ESF-13 Committee - Structured platform for collaboration and cooperation among multiple departments and jurisdictions
- Capitol Region Chiefs of Police Association
 - Standing work groups or committees
 - Initiatives set at Policy level
- Organized structure with strategy & operational responsibilities
 - Comfortable with collaborative efforts & initiatives
- Building Interoperability – Regional Communications
 - RAFS – Police Frequencies
 - I-Tac / I-Call
 - STOCS
 - CT-DEMHS – High Band Frequency
 - CSPERN
- RED Plan – Regional Emergency Operations Plan
- Accredited / certified personnel from recruit patrol officer to Chief's position
 - Credentials are recognized through standardized training requirements
- Developed Subject Matter Expertise
 - Management practices
 - Community services
 - Effective Policing practices
 - Intelligence gathering
 - Investigatory capabilities
- Regional intelligence sharing meetings
- CT-Intelligence Center / fusion center
 - Regional Liaison
- Regional equipment and resources
 - Emergency Response Team – Bear Cat
 - Medical equipment caches
 - CBRNE personal protective equipment and countermeasures
- Capitol Region Emergency Planning Committee
- Regional Integrated Coordination System – RICS at Central CT State University
- CT-Police Chiefs Association
 - Coordinated legislative initiatives
- Sub-Regional Mutual Aid plans
 - Tested – e.g. daily operations / effective
- Multi-Regional Interoperability PSAP to PSAP (Public Safety Answering Point)
- Mandated / prescribed recertification training
- Maintenance of police powers – 7-294 (a), (e)
- Operate under statutory authorities

Weaknesses :

- Insufficient funding
- Not currently setup to efficiently handle Intelligence issues
 - Legal restrictions hampering ability to gather Intel
 - Information vetted / “sanitized” through Federal & State agencies before it gets to local end users
 - Critical information not being shared in a timely manner
- Differing / non-compatible reporting systems used across the region

Weaknesses – cont'd

- Inability to fully leverage / take advantage of regional participation
 - Local needs will always come first
- Lack of operational understanding / integration regarding RED Plan
 - What it is meant to do
 - How is it operationalized
- Differing radio / communication systems
- Jurisdictional conflicts –
 - Federal – Illegal immigration – Immigration & Customs Enforcement / Law Enforcement Officer impact
 - State – statewide police powers
- Home Rule
- Too Many Missions / demands on time – “What is our Mission?”
 - Insufficient time to participate at policy & planning level
 - Local Policing forced to deal with all of societal ills
- Little input afforded to other planning initiatives
 - Local Public Health expectations for POD security – (?) not consulted regarding site selection
 - Alternative Care Facilities
- Nationwide shortage of qualified recruit candidates
- Lack of practical first responder safety standards
 - Current OSHA standards industry / long term exposure based
- Polices & strategies developed to follow / chase funding streams
 - When funds disappear – response, participation, and practices altered to meet next grant requirement
- Insufficient base station capacity to monitor interoperable communication frequencies
- Current preparedness initiatives driven to cover short falls in State capabilities and lack of County Government
 - Not the “locals” problem until now
- Different agendas
 - Answering to local government needs

Opportunities:

- Standardize equipment
- Expand end user RED Plan training
- Standardize local practices
 - Develop consistent S.O.P.s
 - Training initiatives
- Involve RESF-13 at front end regarding planning requirements / regional solution applications
- Better use of current IT capacity – information dissemination – planning
 - Leverage IT coming into state and region
- RESF Cross Pollination
 - What is happening across the Region
 - Share subject matter expertise
 - Visibility with other RESFs / planning partners
- Take advantage / leverage funding opportunities
- Promote legislative needs and initiatives
- UASI (Urban Area Security Initiative) designation for Hartford MSA (Metropolitan Statistical Area)
- Expand training of current CBRNE equipment cache
- Assess CBRNE / WMD response capabilities
 - Utilize HIRA Planning Model(Hazard Identification Risk Analysis)
 - Develop strategy for equipment procurement / training
- Form stronger relationships with resource partners, e.g. private sector, regional / state partners

Threats:

- Loss of political will and motivation to / for regional participation
- Loss of funding
 - One Time Grants
- Insufficient qualified recruit candidate pool
- Home Rule
 - Differing agendas
- Turf wars
- Poor economy – Federal to Local
 - Doing more with less – it is never ok to cut services though
 - Impacts all budgets
 - Impacts crime
 - Default to higher taxes
- Unfunded State and Federal mandates
- Energy Costs – Price of gasoline

RESF #: 14

RESF Name: Long Term Community Recovery

Strengths

- RESF-14 Chair private sector contingency planning expertise
- RESF-14 Chair –private sector partner with corporate commitment
- CREPC- provides a platform for planning and collaboration Regional media expertise
- Large untapped pool of corporate involvement
- Building relationship with Association of Contingency Planners
- Untapped pool of IT expertise

Weaknesses:

- Lack of awareness, buy in from region's largest employers
- Lack of regional outreach to private sector stakeholders
- Emergency management and planning not a priority in most private sector stakeholders
- No visibility to other RESFs
- Lack of defined role and responsibilities-where does the Regional ESF fit into State's recovery planning
- Lack of awareness, inclusion in State recovery planning

Opportunities:

- Reach out to major private sector stakeholders
- Develop regional toolkit for Continuity of Operations for businesses, and organizations – beneficial to small businesses with no COOP planning capacity
- Recruit energized individuals into RESF-14
- Educate CREPC as to large corporation capabilities and capacities
- Develop / implement marketing plan exposing region's capabilities

Threats:

- Inability to sustain RESF-14 operations in a long term event
- Recovery longer than actual event
- Non-recognition of regional responsibilities by State and Local officials
- Apathy-loss of commitment to regional process
- RESF-14 activities not a funded priority in both private and public sector

RESF #: 15

RESF Name: External Affairs

Strengths :

- CREPC- provides a platform for planning and collaboration
- RESF-15 Chair available 24/7
- RESF-15 Chair with first responder background
- RESF-15 Chair with media background – maintained “network” / contacts
- Regional media expertise

Weaknesses:

- Only one (1) active RESF-15 member available
- No regional risk communications program
- No interaction with State’s / Governor’s information team
- Every community has their own External Affairs or Public Information Officer – no coordination of common messaging with CREPC
- Lack of awareness / visibility as to what other ESFs are doing / responsible for
- Lack of defined role or understanding of CREPC RESF-15 responsibilities among communities

Opportunities:

- Recruit other community or regional resources to RESF-15
- Develop region wide risk communications program
- Develop / implement outreach material to community PIOs
- Participate as appropriate in State’s overall public information endeavors

Threats:

- Inability to sustain RESF-15 operations in a long term event
- Only one (1) active member
- Non-recognition of regional responsibilities by State and Local officials
- Apathy
- Not taking advantage of opportunities

Strengths :

- ESF-16 workgroup
 - Structured platform for collaboration and cooperation among multiple agencies & disciplines
- Organized structure with strategy & operational responsibilities
- RED Plan – Regional Emergency Operations Plan
- Citizen participation / support
- Municipal communications
- Regional approaches
- Established Community Emergency Response Teams
 - Flexible / adaptability
 - Mission oriented
 - Diverse teams and individuals
- Resulting in: Enhanced preparedness / confidence at all levels
- CREPC Chairmen is statewide CCP chair
- Private sector involvement
- Local Government support

Weaknesses:

- Inconsistent commitment / participation
- Staff & volunteers are being double and triple counted
 - Can we realistically expect everyone will be available for “US”
- Lack of focus on the bigger picture – fragmented / disorganized approach
- Recruitment and retention - volunteers
- No coordinated Regional Training / Exercise plan for ESF-16 components
- Silo effect –
 - Team awareness capabilities held within community borders
 - Lack of seamless team integration
 - Lack of regional SOPs
 - Lack of vision – planning strategy
- Different agendas
- Procuring equipment without purpose
 - “Buying stuff to spend grant money”
 - No regional / state focus
- Volunteer leadership –
 - Volunteers represent limited or no “Duty to Act”
- Lack of regional inventory management / ESF-16 applicable resource typing
- Lack of coordinated leadership – local to region to state
- Lack of proper inventory storage and management system
- Insufficient recognition
- Inconsistent / confusing funding guidance
 - Unrealistic restrictions given overall CERT intent and missions
- Lack of practical use
 - Limited or no use in the “real deal”
- Lack of uniform appearance
 - No standards on apparel / appearance
- Inconsistent ESF development across regions / state
 - No federal / state guidance for ESFs beyond ESF-15

Opportunities:

- “Unpicked orchard” / large numbers of persons who may be willing to volunteer
- Develop regional marketing plan
 - Volunteer recruitment and retention
 - Educate communities
 - Municipal leaders
 - Private sector
 - Citizenry
- Hire regional logisticians
- Develop secondary / region wide missions
- Exploit CERT strengths
- Cross pollination
 - Share subject matter expertise
 - Visibility with other ESFs / planning partners
- Acknowledgement of CERT missions in local Emergency Operations Plan
- Leverage grant opportunities
 - Seek out alternate funding streams
 - Acquire grant consultant services
- Establish CERT core competencies – region / state
- Avoid duplication of efforts
 - Capitalize on what’s already in place
-
- Establish centralized CERT information platform / IT solution
 - Training opportunities
 - Equipment
 - Missions
- Better use of existing technologies / information streams
- Coordinated Exercise & Training with other ESFs / local communities

Threats:

- Home rule – preventing assessment of regionalized applications
- Disorganization
- Loss of funding
- Lack of activity
- Volunteer, team, and public apathy
- Lack of refined regional strategy
- Egos / different agendas
- Diminishing leadership pool
- Changing political will – loss of local support
- Status as civilian – volunteers
 - Limited trust and acceptance from traditional first responders
- Non management of expectations
 - Response capabilities
 - Public expectations of service – unclear /unrealistic
- Non sustainable operational capability
- Volunteer workforce – never know who will really respond
- Insufficient resources to administer / sustain programs

RESF #: 18

RESF Name: Donations Management

This ESF is not currently activated in region

Strengths:

- Having the resources to train first responders in areas uncommon to their basic training: handling/rescuing persons with disabilities
- Regional and State planning efforts for non-traditional sheltering operations-Universal Access to Shelter Guidance, Support Care Shelters
- CREPC
- Regional commitment to special needs initiatives
- Regional drills and exercises

Weaknesses:

- The lack of success in getting every CREPC community to participate in the first-responder training
- Lack of participation in community disabilities registration program
- Weak funding streams for outreach to identified at risk populations
- Lack of adequate shelters and sheltering resources for at risk populations
- Ability to recruit instructors for specialized training programs for Special Needs population
- Lack of sufficient numbers of Special Needs individuals in Special Needs drills and exercises

Opportunities:

- To provide a unique form of training to fire, police, EMT, CERT as well as other rescue and volunteer personnel- assisting the disabilities community
- Develop marketing strategy for outreach to identified at risk populations
- Reach out to NGOs, Faith Based Organizations
- Take advantage of appropriate resources from the Office of Protection & Advocacy
- Expand relationships and awareness with other RESFs to the needs of at risk populations

Threat:

- The disbanding of the all-volunteer cadre of trainers- failure to reimburse for out of pocket transportation expenses
- Suspicions and lack of trust from at risk populations
- Lack of sufficient funding to address needs
- Lack of local commitment to programs and planning

RESF #: 20

RESF Name: Faith Based Organizations

This ESF is not currently active in the region

Strengths:

- Prime Real Estate locations in advantageous geographical areas of the CREPC region
- Facilities for mass care, housing, helicopter landing areas, CREPC Triage Center sites exist on their properties
- Academic majors in medical professions
- Transportation fleets, public works staff, safety staff
- I.T. professionals and departments to help with the communications networking
- Independent college congress – provides planning and communication platform for independent colleges
- Regional planning initiative

Weaknesses:

- Emergency management is not a primary function (It is only a means to an end)
- College mission does not focus on emergency management beyond student safety
- No Homeland Security Grant Program / emergency management funding available to independent colleges as private institutions
- Lack of awareness among all RESFs
- Lack of funding minimizes effectiveness to the region in times of a major emergency

Opportunities:

- Find a way to identify independent college emergency management needs to the region
- Develop the infrastructure to support CREPC
- Reach out to all independent colleges
- Develop emergency management toolkits to aid independent college planning and integration with region

Threats:

- Regional assumption the colleges are a resource without development of the facilities
- Lack of administrative will to substantive emergency management
- Lack of Federal recognition of independent colleges resources to communities and region – equates to grant funding eligibility