

Summary of Atlanta UASI Accomplishments & Projects Under Consideration

Exhibit-3

The new structure, of the Atlanta Urban Area Security Initiative (UASI,) beginning in late 2015 under ARC's operational control, has fostered a spirit of cooperation and regionalization among metro Atlanta's first responders. This has led to an application of grant funds toward capability-building priorities established by the members of our response community. From the Senior Policy Group (SPG), through the Urban Area Working Group (UAWG), to highly specialized and technical working groups, the UASI is now an organization that has true representation from its membership.

As accomplishments from that foundation, below are a sampling of some of the major achievements:

- The implementation of an efficient, cost effective Command and Control radio communication system among the members.
- The modernization and standardization of video downlink among the aviation units of the region and with the state, allowing anyone with the need for situational awareness to view aerial video feeds.
- The revitalization of the Citizen Corps program, allowing member jurisdictions to train and equip citizens to lead their communities through emergencies and disasters by preparedness and resilience.
- Developing more robust specialty team capabilities through training, (namely, Multi-Assault Counter-Terrorism Action Capabilities for regional SWAT teams and Regional Active Shooter – Rapid Deployment Training for regional Tactical Field Officers) planning and procurement of equipment, specifically SWAT and bomb teams, expanding a notification system for call-outs in those arenas, and developing a call-out protocol for mutual aide.
- Established a stronger relationship with state and federal partners that clarifies roles and helping to prevent duplication of service throughout those jurisdictions responsible for homeland security.
- Developing a framework for Combatting Violent Extremism in member jurisdictions through orientation and education of religious and cultural beliefs and practices intersecting with first responder protocols and procedures.
- Conducted discipline specific training for major sporting events for personnel from across the region. Examples of some of the most recent training completed within the last year included Incident Command System course specializing in Area Command operations; an 8-day Structural Collapse Training & Certification Course and a 5-day refresher course culminating in large-scale exercises; Joint Hazard Response Team Training for multi-discipline rapid-response specialty teams (bomb techs, rescue medics, K-9 teams, and weapons of mass destruction experts); and advanced Mobile Field Force Training for Crowd Control/Public Order consisting of scenario-based course for Riot Control Specialist; and Regional Active Shooter Rapid Deployment Training for Tactical Fields Officers.
- Refined the Metro Atlanta Regional Evacuation Coordination Plan (RECP) with board support from 48 different state and local departments of public safety, emergency management, public health, and transportation, along with numerous private sector stakeholders. The RECP is now based on realistic, plausible scenarios, is actionable, and emphasizes the need for regional communication and coordination. The RECP includes a sample 1-hour checklist and an outline of major responsibilities.

- Upgraded the Region's Crisis Management Software (WebEOC) now includes better GIS mapping, detailed traffic, security and live event feed, in addition to the "fusion" or posting across regional jurisdictional boards, regional resource/asset tracking, and creation of regionwide non-emergency boards that are used for special events.
- Conducted a Full-Scale Exercise in conjunction with Emory University and the Centers for Disease Control (CDC), consisting of multi-jurisdictional, multi-agency exercise, which included the threat of an active shooter and a vehicle-borne improvised explosive. A short video about the Emory exercise can be found at: https://atlantaregional.org/community-development/community-preparedness/homeland_security_recovery/
- Completion of a hospital surge plan which included merging and cross-walking various regional public health plans. Prior to this project, the public health and hospital community in metro Atlanta had no real knowledge of exactly how many injured persons could actually be treated in a mass casualty event such as those experienced by other communities in the country. This project informs leaders that Metro Atlanta's total capacity of adults and children that can be accommodated, within the first minutes and hours of a mass casualty event. More importantly, this tool informs the ambulance dispatcher at a major event to direct patients/ambulances to the appropriate regional hospitals and keeps track of how many have gone to each location.

Below is an alphabetized listing of projects under consideration by the Atlanta UASI, through its UAWG for the period 2019-2021 to that the responder may be asked to assist with bring to fruition.

1. **Active Shooter Preparedness.** The Region has experienced more than its' share of active shootings (Heritage High School, Brian Nichols, FedEx), and these events have often required cross-jurisdictional response across all first responder disciplines. And of course, terrorist activity, either "lone wolf," or through Coordinated Complex Terrorist Attack certainly falls into this preparedness category. More clearly defined tactics, coordination, and collaboration among public safety disciplines and agencies is needed, as well as models of information dissemination for both first responders and the public. But first responders are not the only concern during these events. There are strategies for citizens to avoid becoming victims during these incidents, but too few of the region's citizens are trained and prepared for an active shooter incident. This project would increase the awareness of the population through training and identify and address weaknesses in first responder preparedness with equipment, training and exercises.
2. **Beyond the Refined Base Plan of the Regional Evacuation Coordination Plan.** In August 28, 2018, UASI issued a Refined Base Plan for the Metro Atlanta Regional Evacuation Coordination Plan (RECP). This recent effort had the support of 48 different departments from state and local public safety, EMA, public health, transit and transportation practitioners, as well as numerous private sector stakeholders. This project is designed to vet possible next steps relative to plan maintenance, determining the priority of future annexes and their development (including the creation of useable tools such as checklists), and training and exercise the RECP.

3. **Civil Disorder Preparedness.** The Atlanta metro area continues to host very large special events, and the possibility of protest and/or civil disorder attracted to the media surrounding those events is a major concern. Additionally, the evolving national political landscape seemingly lends itself to protest and counter-protest activity that could quickly escalate to violent confrontation. Fortunately, unlike many large metropolitan areas, recent protests in Atlanta have not devolved into major civil disobedience. Policy contributes largely to the area's success, but well equipped and trained law enforcement teams known as Mobile Field Forces (MFF) also serve as major deterrents to civil disobedience. While DHS policy severely limits the types of equipment that can be purchased for these teams, this project is designed to procure allowable equipment, but more importantly to train area MFFs in the most up-to-date tactics and to develop better collaboration and coordination among areas teams.
4. **Collaboration and Information Sharing.** On February 25th, the Atlanta UASI hosted a seminar/exercise for the Senior Policy Group (SPG) conducted by the DHS Naval Post Graduate School. During the seminar, the SPG voiced many of the concerns previously discussed in this list of projects but expressed additional concerns from their perspective as elected leaders. The SPG is concerned that analysis of events be ongoing, and that emerging threats be communicated. For example, if multiple active shootings are occurring in a neighboring jurisdiction, could this be the initiation of similar coordinated attacks region wide (as experienced in Paris). They also want assurance that all relevant and impacted departments (such as transportation, public works, information technology) are involved in response when appropriate. Finally, due to the relative rarity of major emergencies and disasters, elected officials believe that they would benefit from training regarding how to communicate with the community during and after an incident.
5. **Cybersecurity.** Cybersecurity is an issue that first responders rarely think about, but it is an issue that can potentially impact the entire community. Emergency Services is but one of 16 Critical Infrastructure Sectors in both the public and private arenas, all dependent on computing and internet capabilities. A successful cyber-attack on one would surely have adverse impact on all the others. Awareness was identified by the UAWG as an area of best resourcing by the UASI, and a tabletop exercise regarding Cybersecurity was recommended as a project. A recent reset of the UAWG cyber security working group has resulted in a new set of goals for the working group in order to maintain focus and productivity. These goals include: 1) alignment to NIST Cybersecurity Framework; 2) establish processes and procedures for cyber threat information sharing and; 3) Developing a methodology and plan for providing cybersecurity training for members within the UASI footprint. This project intends to create and implement actionable strategies to realize these three goals.
6. **Drone usage and defense.** First developed by the US military for surveillance and reconnaissance with some variants finally weaponized, drones have emerged as a popular device to record and provide aerial views for news agencies, the film industry, and the everyday recreational enthusiast. But the drones' potential in public safety has yet to be fully explored in keeping personnel out of harms' way while gathering critical situational awareness. Some departments and agencies have already procured drone capability for some of their specialty teams, such as SWAT or Urban Search and Rescue, and drones may be found useful to increase situational awareness during non-emergency and emergency incidents such as fire suppression or

traffic control. However, the use of drones by public safety has been severely limited by regulations of the Federal Aviation Authority (FAA), causing uncertainty within the public safety community. There is also an ominous potential from drones from which FAA policies do little to ease concern. Drones as delivery devices for explosives, biological and chemical weapons is a stark reality for which public safety has no response. The FAA prohibits the intentional downing of any drone, and no means to intervene is available. The UASI has been invited to join the City of Atlanta, the FAA, and numerous other governmental, nonprofit and private entities in examining these issues. Both the more unrestricted use of drones as tools for public safety, and defense against drones used as weapons is a concern of the UAWG, and the UASI will follow-up on their recommendation by remaining engaged in the pilot study and disseminating information to public safety through the UAWG.

7. **Full Scale Exercise.** The UAWG recommended that the UASI conduct one full scale exercise per year that would test as many jurisdictions and capabilities as possible. This recommendation aligns with DHS protocol and best practices by developing a robust MYTEP that addresses training and exercise requirements for the region's response community. Most practitioners state that one to two years is required to prepare and conduct a full-scale exercise (FSE) as outlined by the UAWG. The UASI will call upon the UAWG and the MYTEP working group to identify and assign appropriate training and other personnel to join the MYTEP Working Group, preferably those who can make a two-year commitment to the Working Group and have the necessary skillset. The UASI will provide training to these personnel in the DHS Homeland Security Exercise and Evaluation Program (HSEEP) to ensure that UASI sponsored exercises meet DHS requirements and standards. Under the guidance of the MYTEP Working Group, the UASI will identify those capabilities most suited for testing and develop a full-scale exercise that will meet the working group's criteria. And the UASI will continue to provide HSEEP training to new Working Group members and exercise participants as needed.
8. **Mass Shelter Planning Training.** The ability to shelter a mass number of evacuees has been a challenge for all levels of government in all corners of the country. While evacuations for hurricanes is the single, largest cause of mass sheltering the Atlanta Region's hospitals and nursing homes have been the primary recipient of those displaced from other regions of the country through the National Disaster Medical System (with the exception of Hurricane Katrina, when Georgia hosted more than 300,000 evacuees). Typically, a surge in sheltering in our region results from temperature extremes, driving large numbers of the homeless and disadvantaged populations to cooling or heating sites, and the jurisdictions seem to have control of those issues. Recently the state of Georgia issued a State Shelter Plan that relies heavily on local Emergency Managers who are already taxed beyond the need of sheltering for local and community related emergencies. This project would assist local Emergency Management, Public Health providers, and associated departments and agencies to incorporate training and exercise needs.
9. **Regional Hazmat and CBRNE Preparedness.** The Atlanta Region hosts a high volume of hazardous materials under manufacture, in transit, and at fixed sites. Frequent shipments of nuclear waste products and occasional shipments of nuclear weapons occur on the region's Interstate Highway system. Within the UASI jurisdictions, there are five Hazardous Materials (HAZMAT) teams located within the respective fire

departments. There are also four law enforcement Chemical-Biological-Radiological-Nuclear (CBRN) teams within our police departments, and replacement and/or maintenance of CBRN equipment and regional HAZMAT exercises was recommended by the UAWG. The UAWG also voiced concern over increasing Opioid abuse and overdose. While DHS restrictions on the use of grant funds prohibits equipment, training and exercise specifically for illicit drug use, general Personal Protective Equipment awareness training is relevant to the Opioid epidemic, and allowable. Under the appropriate UAWG committee, the UASI will explore the need for personal protective measures training and support an awareness campaign.

10. **Training for Mass Casualty Incident (MCI) Preparedness.** Atlanta Regional Commission studies indicate that the Atlanta metro area's population continues to grow at an impressive rate. The latest information ranks the region 3rd of US cities in the numbers of domestic visitors per year at nearly 50 million, and the number of the region's international visitors continues to rise. In concert with other risk factors, increases in population place the region at greater risk for MCIs. In recent years there has been an increase in the number of combat type casualties from gunshot, explosion, stabbing and blunt force trauma because of terroristic acts by groups or individuals throughout the nation. While great work has been done in coordinating area hospitals in response to a large influx of casualties, emphasis on first responder capabilities is a must. The types of injuries sustained in these events require immediate attention at the incident site, and trauma treatment and airway management must be readily available to first responders. The purpose of this project is to focus on training for first responders in newer tactics and treatment during an MCI, such as the need for Rescue Task Forces to enter those areas not yet completely secured to treat and recover the injured.
11. **Unified Command/NIMS Training.** Command, Control, Communication and Coordination are concerns during any special event planning in the region, such as the Atlanta Journal Peachtree Road Race, Super Bowl LIII, and the NCAA Basketball Final Four Tournament. DHS doctrine and best practices call for the institutionalization of the National Incident Management System's (NIMS) and the Incident Command System (ICS) in both special event planning, and routine, daily response to any emergency incident or disaster, and ICS principles are required by the National Football League (NFL), the National Collegiate Athletic Association (NCAA). For the most part, ICS has been institutionalized by the departments of public safety within the region, and entry level ICS training is readily available through online FEMA courses, and state and local training academies. But as evidenced by recent Super Bowl LIII planning, use of ICS principles at the higher levels of coordination many times is lacking or misunderstood, especially when multiple command centers and many response capabilities are needed. Following the UAWG recommendation, the UASI will continue to test the ICS component in all exercises, to identify weaknesses and gaps in ICS capabilities, and provide appropriate ICS training at the higher levels of command through existing or newly developed training.

Labor Category Worksheet

Exhibit-4

A percentage of the scoring criteria will be based on labor category distribution for fair market value of the labor categories. All rates provided will be the fully loaded hourly rates including any other direct and indirect cost associated with the project including travel. Responders are free to provide the associated full loaded cost for various levels and titles of labor categories. Scoring will be based on the value to ARC, the fairness and reasonableness of the rates. The labor rates provided should for the proposed types of tasks outlined Scope of Services, pages 7-8 of the RFQ.

Position	Qualifications	Education	Key Project Staff	Full Loaded Hourly Rate – 1 ST Year	Full Loaded Hourly Rate – 2 nd Year
SUBJECT MATTER EXPERT	The Subject Matter Expert provides subject area expertise, guidance and expert technical analyses and advice in specific technical areas to support management, organizational and business decisions for clients. Participates in meetings, task groups, teams, reviews and other environments to assist in collaborative results. Prepares reports, presentations and papers to document findings, opinions and recommendations. Supervises teams in accomplishing tasks and trains subordinate technical staff in the technical aspects of assigned work.	Bachelors degree, Masters degree or equivalent experience/10+ years of related work experience			
PROJECT EXECUTIVE	The Project Executives makes authoritative decisions and recommendations having a significant impact on processes and strategic plans. Negotiates critical and sometimes controversial issues with industry counterparts in other organizations. Displays a high degree of project management expertise and program oversight experience. Individuals at this level exhibit a high degree of creativity, foresight and mature judgment in anticipating and solving unprecedented engineering and planning complexities, determining overall program objectives and requirements, and developing standards for planning activities.	Bachelors degree, Masters degree or equivalent experience/10+ years of related work experience			
PROJECT MANAGER	The Project Manager is responsible for the day-to-day operations of the engagement including contractual/business aspects. The responsibilities of the Project Manager include, but are not limited to, providing assistance to the Project Executive; enforcement of the contract provisions; serving as the primary point of contact for Contract communications; maintaining appropriate staffing levels; implementation of quality assurance and control measures; review of daily activity; review and submittal of invoices; and overall management and oversight of action planning and process improvements.	Bachelors degree, Masters degree or equivalent experience/5-10 years of related work experience			

SENIOR PLANNER/ EXERCISE PLANNER/ TRAINER	The Senior Planner applies diversified knowledge of consulting and emergency planning practices to a broad variety of assignments and related fields. Individuals at this level make decisions independently regarding strategic and action planning complexities and methods. At this level, supervision and guidance relate largely to overall project objectives, critical issues, new concepts and policy matters. A supervisor would be consulted concerning unusual problems and developments.	Bachelors degree, post-graduate work or equivalent experience/5+ years of related work experience			
PLANNER/ EXERCISE PLANNER/ TRAINER II	The Planner II independently evaluates, selects and applies standard planning, analytical or scientific techniques and procedures. Individuals at this level use judgment to make minor adaptations and modifications to solutions. Individuals must also perform work involving conventional plans, investigations, surveys, structures or equipment with relatively few complex features for which there are few precedents. In addition, the Planner II may be individually responsible for a single phase of a project, thus having oversight and responsibility for its successful management.	Bachelors degree or equivalent industry experience/3-5 years of related work experience			
PLANNER I/ EXERCISE PLANNER/ TRAINER I	The Planner I performs standard analytical work requiring the application of standard techniques and procedures. Assignments may include higher-level work for training/development purposes. Supervisor screens for unusual complexities and selects the non-routine procedures to be applied. Individuals at this level receive close supervision on new aspects of assignments.	Bachelors degree or equivalent experience/1-2 years of related work experience			

ANALYTICAL AIDE	The Analytical Aide is an entry-level employee responsible for providing a wide array of routine analytical tasks to Supervisory staff. Examples of analytical support include, but are not limited to, data entry, spreadsheet, database, presentation or graphics modifications and development.	Bachelors degree or equivalent experience.		
ADMININ- STRATIVE SPECIALIST	Assistants are responsible for a wide array of administrative duties including, but not limited to, the following: maintaining work product records, project filing, word processing, document proofing, project communications and correspondence, and assisting the Project Manager on miscellaneous administrative and clerical tasks.	Associates degree or equivalent experience/5 years of related work experience		

Preparedness Planning, Training, Exercise & Project Management Services RFQ

Exhibit-5

Funding Sources Types				
Non-Federal Sources				
	Have Working Knowledge of (Yes/No)?	Have Ever Assisted Client w/Submitting Application? (X)	Have Been Successful with Client Obtaining (Yes/No) ¹	
State Administrative Agency or Territory				
Local				
Private-sector/non-profit				
FEMA Grants				
AFG				
CCTA				
CTP				
CVE				
EMPG				
HMGP				
FMAG				
IBSGP				
IPR				
NSPG				
OPSG				
PRPA				
PSGP				
SHSP				
THSGP				
TSGP				
UASI				
Other Source				
Other*				
Other*				

Notes: For any YES responses where the Responder has been successful with assisting a client obtaining funding assistance, please indicate a Point of Contact to confirm. For any responses indicated as "Other" please indicate the type or some descriptive of the source.