12.3 STATEMENT OF WORK

This scope of work addresses the first stage of the development of a Transportation Security Plan and includes the following tasks:

- **Task 1 – Define "As Is" situation**

  A. Understand context of "As-Is"

  B. Document best practices

  C. Analyze "As-Is"

- **Task 2 – Define "To Be" scenarios**

  A. Develop definitions for minimum, advanced and maximum (Good, Better & Best) benefit DOT Transportation Security Plans

  B. Prepare estimated cost and resource requirements for the three scenarios

Task 1 – Define "As Is" situation

Task 1 consists of identification of DOT organizations (i.e. bureau, division, etc.), which directly and/or indirectly could contribute to an emergency response plan that has been expanded beyond past potential incidents by the additional threat of terrorism. Workshops/interviews/focus groups will be conducted with appropriate DOT staff as well as with representatives of external partners and stakeholders regarding current policy, ongoing programs and external relationship issues.

Work in this phase will produce a set of proposed activities for further consideration and a hierarchical diagram that depicts the DOT organization and potential levels of involvement in the proposed plan. The "As Is" shall address departmental readiness for all hazards (terrorism, criminal acts, adverse weather, hazardous materials (HAZMAT), nuclear generating stations, etc.).

There will be three sub-tasks, defined as follows:

Task A: Understand context of "As-Is"

In order to target scarce resources most effectively, Volpe will briefly examine the project's context, constraints and requirements. This involves the following activities:

- Review and summarize key internal DOT documents (e.g., DOT Strategic Plan, security assessments, white papers, speeches) with

regard to what assets they address; what threats and vulnerabilities they address; levels of involvement from key organizations.

- Work with DOT project manager to define project particulars (e.g., key players, both internal and external, to be involved and how to involve them, process for gaining access to various levels of DOT and other relevant organizations).

- Interview (and summarize results from interviews of) key DOT players regarding:

    - Likely criticality level of various components of state's transportation system (and therefore, how "full" the analyses need to be);

    - DOT's roles, relations and requirements/hopes for coordination with respect to other agencies that also have major responsibilities for state's transportation system; and,

    - Best way to approach specific levels of other agencies.

- Identify, interview and summarize findings from contact with selected outside partners, stakeholders, such as

    - Other state agencies;

    - Representative stakeholders in two urban areas;

    - Representative stakeholders in two rural areas;

    - Federal agencies (e.g., FHWA division office, FHWA HQ/Security);

- Identify and characterize current situation/assets[1] that should be part of a transportation security plan, e.g.,

    - Physical infrastructure;

    - Management systems and policies for protection of assets:

        - Operations-based (for deterring and detecting incidents);

[1] For the purpose of this task, we are defining "asset" to include policies and working agreements with other agencies that address shared incident or emergency management responsibilities. We find that existing interagency and inter-jurisdictional agreements are valuable assets in the development of emergency preparedness plans.

        - Emergency-based;
        - ITS innovations in both;
    - Agreements and institutional structures (e.g., Memorandums of Understanding (MOUs), mutual aid agreements).
    - Need to include Driver Licensing/Vehicle Registration activities as well as Motor Carrier Enforcement.

Task B: Document best practices

- Locate and summarize "best practice" information with respect to transportation security planning in other similar organizations

Task C: Analyze "As Is"

- Assemble and review for completeness existing plans in DOT and from key partners and stakeholders;
- Identify and characterize gaps in security preparedness and general departmental readiness for all hazards;
- Draft for DOT's review the criteria, framework and approach to use in determining the areas most in need of vulnerability analyses and countermeasures;
- Conduct a workshop with a team of DOT staff to: present the findings from interviews (Task A) and best practices research (Task B); gain agreement on the criteria, framework and approach for determining the areas most in need of vulnerability analyses and countermeasures; and apply these criteria to a list of critical assets.

Task 2 – "To Be" scenarios for a Transportation Security Plan

Using information on the state of DOT's preparedness and other results from Task 1, Volpe will work with DOT to identify actions needed to improve DOT's security program to meet minimum, advanced and maximum preparedness levels (Good, Better & Best). Volpe will also prepare an estimated cost and resource requirements for future scenarios associated with each of the three preparedness levels to address Transportation Security for DOT. Subtotals of the costs will be further divided into logical groupings of manageable projects and phases as needed. The "To Be" analysis will address the following items:

1. General analysis of the range of potential incidents and their overlap and common needs regarding departmental readiness including terrorism, weather, crime, nuclear plants, hazmat, etc.

2. Recommended priorities for conducting vulnerability analyses and developing appropriate countermeasures for departmental assets including building, yards, equipment, bridges, tunnels, aviation, rail and port facilities under departmental jurisdiction and control (includes assets under contract, i.e., rented equipment, facilities, etc.).

3. Identified needs for security-related roadway management system improvements -- such as evacuation plans and related ITS infrastructure deployment needs such as enhanced surveillance and detection on critical routes.

4. Identified needs for improved incident scene command/management systems and protocols and DOT's roles in these areas.

5. Intra and interagency communication needs at the metropolitan and statewide level to ensure interoperability and redundancy.

6. Potential legal and institutional activities needed to implement the Department's program.

7. Recommended projects and priorities for the program, including a phased action plan and budget.

The estimated cost to complete the tasks described above is shown in the table below:

Task	**Labor & Overhead**	**Travel & Other**	**Total**
Task 1: Define "As-Is"	**$171.6**	**$25.2**	**$196.8**
A. Understand context	$100.7	$20.3	$121.0
B. Analyze "As-Is"	$55.7	$4.9	$60.6
C. Document best practices	$15.2	------	$15.2
Task 2: Define "To-Be"	**$57.7**	**$3.8**	**$61.5**
TOTAL	**$229.3**	**$29.0**	**$258.3**

13.0 INTERFACES

Not Applicable

14.0 DELIVERABLES AND SCHEDULE

Task	Deliverable	Elapsed Time
Task 1: Define "As-Is"		22 weeks from project start
A. Understand context	Summary of interviews and document review	14 weeks
B. Document best practices	Summary of best practices	14 weeks
Task	**Deliverable**	**Elapsed Time**
C. Analyze "As-Is"	Prioritized list of planning gaps	22 weeks
Task 2: Define "To-Be"	• List of planning needed to improve DOT's security program to 3 levels of security preparedness • Cost and resource requirements for each scenario	26-30 weeks from project start

15.0 PROCUREMENTS

The Volpe Center does not currently envision any procurement actions will be necessary to support these tasks.

16.0 MILESTONES

See Block 14 above.

17.0 REVIEW AND REPORTS

The Volpe Center will provide Monthly Progress Reports, outlining the progress and budget status of the project.