



NATIONAL CAPITAL REGION HOMELAND SECURITY STRATEGIC PLAN APPENDICES

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Copies of the NCR Strategic Plan and the appendices to the Plan are available at the <http://www.ncrhomelandsecurity.org> web site. For more information about this Plan please contact COG staff at:

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APPENDIX A: METHODOLOGY FOR UPDATING THE STRATEGIC PLAN

Since the terrorist events of September 11, 2001, the National Capital Region (NCR) has built on a decade of regional collaboration and has significantly improved regional preparedness. To further these preparedness efforts, the NCR Homeland Security partners developed the *National Capital Region Homeland Security Strategic Plan* in 2006. The Plan called for periodic review of the goals, objectives, and initiatives, with adjustments as needed. In 2009, the NCR Homeland Security partners called for an assessment of progress under the NCR Strategic Plan and stakeholder recommendations on how best to update the goals to reflect current priorities of the NCR. The key components of this effort included a review of the progress made in implementing regional homeland security projects; a review of the legislative and executive branch policies; budgetary trends at the federal, state, and local level; and input from the Region's subject matter experts (SMEs). The capabilities identified by the SMEs as priorities in the 2010 Urban Area Security Initiative (UASI) Investment Justifications provided the foundation for the goals and objectives of the Plan. The NCR Homeland Security partners based the Plan on the Region's priority capabilities that are essential for responding to a range of scenarios or hazards over the next three to five years. The Region will update the Plan annually, and as specific threats evolve and technologies and practices change.

Environmental Context: The updated Strategic Plan accounts for legislative, policy, and economic factors that impact the NCR homeland security environment. Federal initiatives such as the President's budget, Department of Homeland Security (DHS) appropriations, and Federal Emergency Management Agency (FEMA) grant guidance were reviewed to analyze funding levels and changes to the UASI grant program. Other policy changes informed the update of the Plan, such as FEMA's revised sustainment funding policy¹ and DHS's Quadrennial Homeland Security Review (QHSR). Additionally, the NCR's analysis of its response to events occurring within its borders, such as the 2009 Presidential Inauguration and the H1N1 pandemic, informed priorities for the Strategic Plan. The fiscal prognosis of state and local government will remain critical in implementing the Strategic Plan.

The National Capital Region is the fifth largest economy in the United States, with a diverse, well-educated workforce and an increasing number of major employers.² The large federal workforce and the more than \$75 billion in annual federal procurement provide Washington area residents and visitors with an impressive economic foundation for prosperity and public and community services.

Local and state governments have been faced with significant budget challenges in recent years. Decreased revenue from residential and commercial real estate, personal income and capital gains, and

¹ FEMA now allows UASI sub-grantees more flexible use of grant funds for sustainment expenditures involving maintenance contracts, warranties, repair/replacement costs, upgrades, and user fees. This change in policy was particularly important for NCR sub-grantees that rely on this funding to prolong the useful life of equipment.

² U.S. Department of Commerce, Bureau of Economic Analysis and the Metropolitan Washington Council of Governments; Conversations with Paul DesJardin, Director of the Department of Community Planning & Services, Metropolitan Washington Council of Governments. See Appendix F for full citations.

retail sales have resulted in a net reduction in fiscal year budgets for many local governments in the NCR. Most local governments experienced revenue decreases in FY 2010 and FY 2011 and are projecting flat or reduced revenue in FY 2012. In the past two years, local governments have frozen the salaries of public sector employees, including those in public safety and schools, and undergone rounds of employee reductions-in-force. The Region will continue to account for local and state fiscal shortfalls while working to achieve the goals of the NCR Strategic Plan.

Stakeholder Engagement: In developing the updated Plan, the NCR relied on the same principles of consensus-building used in developing the original Plan. The four principles are: inclusion of all NCR partners; provision of a variety of forums for stakeholder involvement; respect of jurisdictional authority; and ensuring the preparedness needs are reflected across all jurisdictional boundaries. There was extensive input and review, focus group meetings, an online forum for comments, and a thorough vetting of the draft framework and development of initiatives by SMEs in the public, private, and nonprofit sectors. In particular, the Subject Matter Expert Core Group developed the goals, objectives, and initiatives that formed the structure for the updated Plan. The NCR's senior leaders on the Emergency Preparedness Council, the Senior Policy Group, and the Chief Administrative Officers provided input at all stages of the process. The charts outlined below list all the meetings and work sessions held from July 2009 through September 2010. Membership of each stakeholder group is detailed in Appendix B.

Capabilities-Based Planning: The NCR Leadership directed that the update of the Strategic Plan employ a capabilities-based analysis and that the resulting Plan identify priorities for enhanced capabilities in the Region. The SMEs identified the Region's priority capabilities using their knowledge of risks to the Region and drawing on the Department of Homeland Security's Target Capabilities List consisting of 37 capabilities. Capabilities-based planning and analysis provides measurable goals and action items and enables the NCR to link programmatic and project decisions to priority capabilities. In identifying priority capabilities, the SMEs drew on risk assessments, gap analyses, after action reports (AARs), and other studies. These reports include but are not limited to: the 2009-2012 NCR Exercise and Training Operations Panel's (ETOP) Multiyear Training and Exercise Plan; the 2008 NCR Strategic Hazard Identification and Evaluation for Leadership Decisions (SHIELD); the 2009 Funding Recommendations to Strengthen Health and Medical Preparedness in the National Capital Region; the 2009 Presidential Regional Inauguration AAR; the 2008 NCR Long-term Community Recovery Strategy; and the 2008 Emergency Preparedness Council Senior Leaders Seminar AAR.

Groundwork for Performance Measurement: The objectives state specific, achievable capabilities. The initiatives are the programs needed to attain these objectives over the next three to five years. Each is designed to be specific and measurable, allowing for development of a Performance Plan with specific metrics to evaluate and monitor implementation of the Strategic Plan.

Meetings and Discussions from July-December 2009

Group	Date
Senior Policy Group	March 12, 2009
CAO-HSEC	May 6, 2009
Senior Policy Group	May 14, 2009
Emergency Preparedness Council	June 10, 2009
Senior Policy Group	July 1, 2009
R-ESF #16 Volunteer and Donation Management	July 27, 2009
Exercise & Training Operations Panel	August 4, 2009
Senior Policy Group	August 13, 2009
R-ESF #5 Emergency Management	August 19, 2009
R-ESF #6 & 11 Mass Care, Human Services, Housing, and Agriculture	August 24, 2009
R-ESF #1 Transportation	August 25, 2009
R-ESF #13 Law Enforcement	August 26, 2009
Health and Medical RPWG	August 26, 2009
Critical Infrastructure Protection RPWG	August 28, 2009
Senior Policy Group	September 9, 2009
Emergency Preparedness Council	September 9, 2009
R-ESF #15 External Affairs	September 10, 2009
R-ESF #8 Health Officials	September 14, 2009
R-ESF #4, 9, 10 Fire Chiefs Committee	September 17, 2009
R-ESF #2 CIOs	September 17, 2009
Nonprofit Roundtable	October 2, 2009

Group	Date
R-ESF #3A Water & Wastewater	October 5, 2009
CAO-HSEC	October 7, 2009
Senior Policy Group	October 8, 2009
R-ESF #7 Logistics Management & Resource Support	October 8, 2009
R-ESF #12 Energy	October 28, 2009
IC Leadership Workshop for 2010 Priorities	October 29, 2009
CAO-HSEC	November 4, 2009
Senior Policy Group	November 12, 2009
Emergency Preparedness Council	November 12, 2009
Senior Policy Group	December 12, 2009

Meetings and Discussions from January- September 2010

Group	Date
Senior Policy Group	January 6, 2010
CAO-HSEC	February 3, 2010
Senior Policy Group	February 11, 2010
Senior Policy Group	March 3, 2010
CAO-HSEC	March 3, 2010
Emergency Preparedness Council	March 10, 2010
Joint Meeting with R-ESF and RPWG Chairs	March 10, 2010
Senior Policy Group	April 8, 2010
Joint Meeting with R-ESF and RPWG Chairs	April 19, 2010
CAO-HSEC	May 5, 2010
Emergency Preparedness Council	May 12, 2010
Senior Policy Group	May 13, 2010
CAO-HSEC	June 2, 2010
Senior Policy Group	June 30, 2010
CAO-HSEC	July 7, 2010
Joint meeting of Senior Policy Group and CAOs-HSEC	July 29, 2010
CAO-HSEC	August 4, 2010
Senior Policy Group	August 12, 2010
Emergency Preparedness Council	September 8, 2010

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APPENDIX B: NCR GOVERNANCE

The National Capital Region (NCR) is supported by multiple organizations. The organizations include representatives from Maryland, Virginia, and the District of Columbia, as well as those from local jurisdictions in the Region, federal partners, nonprofit organizations, and the private sector. The various groups work together in partnership to build, sustain, and improve our ability to prepare for, protect against, respond to, recover from, and mitigate all hazards. As a result, the Region continues to maximize its available resources to improve readiness and remain one of the best prepared regions in the nation. The following charts list the roles and responsibilities of organizations that contribute and support preparedness for both manmade and natural disasters in the NCR.

NCR Organization	Purpose
Council of Governments (COG) Board of Directors	The Board of Directors is COG's governing body and is responsible for its overall policies, functions, and funds. Board members are appointed each year by the participating local governments and by caucuses of state legislative delegations from the Region. The COG Board takes action on committee recommendations, discusses current and emerging regional problems, and receives briefings on issues facing the Region. Board meetings are open to the public, and frequently attended by representatives from the media.
Emergency Preparedness Council (EPC)	The EPC provides oversight of the Regional Emergency Coordination Plan (RECP) and the NCR Strategic Plan to identify and address gaps in readiness in the NCR; coordinates activities of the various Regional Emergency Support Function (R-ESF) committees as they develop their specific procedures and relationships; oversee the development of annexes and determines if additional annexes may be desirable; plans, develops, and oversees trainings or tests of various components of regional emergency preparedness in conjunction with COG and the CAO Committee. The EPC functions as the federally required Urban Area Working group with oversight responsibility for the UASI grant process in partnership with the SPG, CAOs, and SAA. The EPC can add groups, institutions, and individuals to the R-ESF committees, or expand its own membership with non-voting members.
Senior Policy Group (SPG)	<p>The Governors of Maryland and Virginia, the Mayor of the District of Columbia, and the Advisor to the President for Homeland Security established the Senior Policy Group (SPG) to provide continuing policy and executive-level focus to the NCR's homeland security activities. Membership consists of senior officials from the District of Columbia, Maryland, Virginia, and the Office of National Capital Region Coordination (NCRC).</p> <p>The NCR, as defined by statute, is designated as an Urban Area under DHS' UASI grant program. The SPG oversees the allocation and implementation of UASI funding for the NCR and determines priority actions for increasing the NCR's regional preparedness and response capabilities, as well as reducing vulnerability to terrorist attacks. The SPG's decision-making process is informed by the NCR's progress on its Homeland Security Strategic Plan, preparedness capabilities, and emerging and evolving risks and threats.</p> <p>The SPG ensures full integration of NCR activities by providing final approval for programs and associated projects within the NCR under the UASI grant. The SPG oversees the Regional</p>

NCR Organization	Purpose
	<p>Programmatic Working Groups (RPWGs) in partnership with the CAO-HSEC and guides the execution of their work on approved Homeland Security initiatives, programs, and projects. The SPG is ultimately accountable for the impact of the NCR's programs.</p>
Chief Administrative Officers Committee	<p>The Chief Administrative Officers Committee is made up of chief administrative officers, city and county managers and administrators, the General Manager of WMATA, and others by invitation. They meet monthly to address regionally common issues and concerns across the entire spectrum of their responsibilities; receive reports from members and others who have achieved exceptional success in addressing common issues or concerns; and through the CAO-HSEC, along with the SPG, they provide leadership to the R-ESF and RPWG committees.</p>
Chief Administrative Officers Homeland Security Executive Committee (CAO-HSEC)	<p>The Chief Administrative Officers established the CAO-HSEC to address Homeland Security matters and to provide leadership for the R-ESF and RPWG committees in identifying gaps in capabilities in the NCR and identifying funding for investments to address those gaps. The CAO-HSEC works in partnership with the SPG to identify priority homeland security initiatives and provide oversight to the UASI grant program. The CAO-HSEC consists of the CAOs from the largest jurisdictions: District of Columbia, Montgomery County, Prince George's County, Fairfax County, City of Alexandria, Arlington County, Prince William County, and Loudoun County. All jurisdictions are invited and encouraged to participate at CAO-HSEC meetings.</p>
Interoperability Council	<p>The Interoperability Council of the Metropolitan Washington Council of Governments (Interoperability Council) is the administrative and oversight entity for the design and implementation of an interoperability services program as conceived by the CIO Committee and reviewed and recommended by the CAO Committee.</p> <p>Responsibilities include: receive periodic reports and recommendations from advisory entities such as the COG CIO, Emergency Managers Police Chief, Public Health Officials, Fire Chief Committees, and COG staff; establish regional policies regarding security and privacy of data; evaluate the cost effectiveness and total cost of ownership for the proposed program; identify and recommend methods of funding for projects; consider and authorize COG to file sub-grant applications in support of these efforts; and recommend or</p>

NCR Organization	Purpose
Office of National Capital Region Coordination (NCRC), Federal Emergency Management Agency	<p>authorize contracts in the name of the Metropolitan Washington Council of Governments in support of the on-going delivery of interoperability services.</p> <p>The Office of National Capital Region Coordination (NCRC) was created in response to the unique coordination challenges facing the NCR due to the Region's large federal presence, including Congress, the Judiciary, and more than 270 federal agencies, and the intersection of Maryland, Virginia, and the District of Columbia. NCRC oversees and coordinates federal programs for and relationships with state, local, and regional authorities in the NCR, and coordinates the activities of DHS relating to the NCR.</p> <p>NCRC also provides state, local, and regional authorities in the NCR with information, research, and technical support to assist in efforts to secure the homeland, and coordinates with these authorities and the private sector on terrorism preparedness efforts to ensure adequate planning, information sharing, training, and execution of domestic preparedness activities.</p> <p>NCRC also serves as a liaison between the federal government and state, local, and regional authorities and the private sector in the NCR to facilitate access to federal grants and other programs.</p>
State Administrative Agent (SAA)	<p>The District of Columbia Homeland Security and Emergency Management Agency serves as the required State Administrative Agent (SAA) for the NCR. The SAA is responsible for managing and administering the Homeland Security Grant Program (HSGP) funding that is awarded by FEMA to the region. This involves creating and submitting the HSGP grant application, receiving and sub-granting the federal grant award, monitoring and overseeing grant-funded projects during the implementation phase, processing reimbursement requests from sub-grantees, and drawing down funds from the federal government.</p> <p>The SAA determines allowable costs, approves project scopes and timeframes, and ensures timely expenditure of grant funds. The SAA responds to federal and state audits as well as requests for public information on the HSGP grants. The SAA also provides the NCR's leadership with regular reports on current grant spending status, performs analysis on trends in grant programs, and maintains a historic overview of the HSGP grants and performance.</p>

REGIONAL EMERGENCY SUPPORT FUNCTION (R-ESF) COMMITTEES

The R-ESF Committees provide the structure to coordinate regional inter-agency support of preparedness for, response to, and recovery from an incident under leadership of the CAO-HSEC. The committees group together functions most frequently used to provide regional support for disasters and emergencies. R-ESF Committees are the voice for practitioner and subject matter expert priorities and are staffed by local practitioners and SMEs who lend their expertise to explore issues related to particular R-ESFs. Representatives from government, private, and civic sectors work together toward building capabilities within each R-ESF. The R-ESFs are generally modeled after the functional structure of FEMA's Federal Response Framework. The majority of R-ESFs have been long-term components of the COG technical committee structure, prior to their designation as R-ESFs in the Regional Emergency Coordination Plan. The Chairs of the COG R-ESF committees are elected annually by their committee membership. The Chairs provide leadership for the committees in accomplishing items in the work plan, keep the CAO-HSEC informed on committee activities, and provide reports to the EPC and SPG when requested. Further, the Chairs provide committee leadership in identifying gaps in regional capabilities in the committee's areas of responsibility, and inform the CAO-HSEC of the need for UASI funds or other resources to address those gaps. Finally, all committee chairs are members of the EPC and provide reports as requested.

R-ESF	Scope
R -ESF #1 Transportation	R-ESF #1 focuses on disruptions of the regional transportation system, whether they occur directly as transportation incidents or by emergencies in other functional areas.
R-ESF #2 Communications	This function focuses on the hardware and capacity for interoperability. It supports regional response efforts during and after a potential or actual emergency. It supports the Regional Incident Communication and Coordination System (RICCS), and other forms of communication among NCR partners. Communications within jurisdictions remain the responsibility of each jurisdiction.
R-ESF #3A Water and Wastewater	This function concerns the Region's water supply and wastewater management systems. It covers disruptions that have regional impacts, temporary restoration of services, and public health and safety issues. For the regional water supply system, it also includes coordination and management of an early warning monitoring system intended to detect threats to the Region's water supply and prevent or mitigate their impacts. A mutual aid agreement is in place for water and wastewater utilities within the NCR to improve the regional response.

R-ESF	Scope
R-ESF #3B Solid Waste and Debris Management	This function concerns management of solid waste and debris resulting from regional events, both natural (especially hurricanes and severe storms) and manmade. It includes coordination of response to events as well as advance planning activities. A mutual aid agreement is in place for local government solid waste agencies to improve the regional response.
R-ESF #4 Firefighting R-ESF #9 Search and Rescue R-ESF #10 Hazardous Materials	These R-ESFs coordinate firefighting activities. The three coordinate with FEMA's support functions: #4 Firefighting; #9 Urban Search and Rescue; and #10 Hazardous Materials. Major activities include fire containment and suppression, evacuation of hazard areas, emergency medical services, hazmat response, and limited technical rescue.
R-ESF #5 Emergency Management	During regional emergencies, R-ESF #5 becomes the information and planning element of the regional communication and coordination effort. Every support function has a liaison to R-ESF #5. Situations with potential or actual regional impacts will activate this function. The RICCS will be used to facilitate the information collection and sharing process.
R-ESF #6 Mass Care, Emergency Assistance, Housing, and Human Services	This function focuses on mass care assistance to victims affected by a public emergency. It includes regional, state, and local entities, as well as private organizations such as the American Red Cross, Greater DC Cares, private food service providers, and federal agencies.
R-ESF #7 Logistics Management and Resource Support	This function provides a framework for meeting needs for required resources. It includes regional and multi-jurisdictional agencies, regional and local authorities, schools, and state and federal agencies. In addition to sharing existing resources in an emergency situation, this function also supports cooperative purchasing of resources.
R-ESF #8 Public Health and Medical Services	This function focuses on public health, medical care, mental health services, and mass fatality management.
R-ESF #9 Search and Rescue	This function focuses on life-saving assistance and search and rescue operations.
R-ESF #10 Oil and Hazardous Materials Response	This function focuses on oil and hazardous materials response including chemical, biological, radiological, and environmental short- and long-term cleanup.

R-ESF	Scope
R-ESF #11 Agriculture and Natural Resources	This function focuses on nutrition assistance, animal and plant disease and pest response, food safety and security, as well as the safety and well-being of household pets.
R-ESF #12 Energy	This function focuses on energy infrastructure assessment, repair, and restoration; energy industry utilities coordination; and energy forecast.
R-ESF #13 Public Safety and Security	This function focuses on facility and resource security; security planning; technical resource assistance; public safety and security support; and support to access, traffic, and crowd control.
R-ESF #14 Long-Term Community Recovery	This function focuses on social and economic community impact assessment, long-term community recovery assistance to the Region, and analysis and review of mitigation program implementation.
R-ESF #15 External Affairs	This function focuses on emergency public information and protective action guidance, along with media and community relations. Its mission is to provide information to the public through the media, employers, schools, universities, and community organizations, guided by the philosophy of "common message, many voices."
R-ESF #16 Donations and Volunteer	This function focuses on ensuring that donations of goods and services are coordinated in anticipation of, during, and after a regional event. It involves private and volunteer organizations in addition to government entities.

REGIONAL PROGRAMMATIC WORKING GROUPS (RPWGs)

The RPWGs complement the R-ESFs under the leadership of the SPG in partnership with the CAO-HSEC. RPWG membership consists of practitioners, policy-makers, and representatives from the government, civic, and private sectors. The groups serve to fill gaps, coordinate across R-ESFs, and/or provide more focused attention on high-priority areas. For example, the Critical Infrastructure Protection (CIP) RPWG fills a gap not covered by any of the existing R-ESFs, while the Interoperability and Health and Medical RPWGs provide a focused effort that benefits several R-ESFs. The Exercise and Training Operations Panel (ETOP) RPWG supports training and exercises for all R-ESFs and others. Charters for these groups further define the membership, voting structure, and responsibilities.

RPWG	Scope
Exercise and Training Operations Panel (ETOP) RPWG	<p>The mission and scope of the ETOP RPWG is to establish a collaborative, regional approach for exercises and training throughout the NCR. The ETOP RPWG serves several roles to accomplish its mission:</p> <ul style="list-style-type: none"> • As an advisory committee to the SPG and CAO HSEC, reviewing project proposals and providing recommendations on prioritizing and allocating UASI funds towards the most critical training and exercise needs of the NCR. • To ensure that, in conjunction with the NCR State Administrative Agent (SAA) Program Management Office (PMO), training and exercise projects meet regional goals and objectives as defined by the SPG, CAO HSEC, and federal UASI grant rules. • To develop and implement initiatives to strengthen Regional integration of exercise and training activities to include federal, state and local agencies and partners. • To ensure comprehensive multi-disciplinary coordination of exercises and training with NCR jurisdictions, R-ESFs, and RPWGs. • Oversee a regional exercise and training budget to provide exercise and training opportunities to partners in the region based on their need. • Catalogue, track, and maintain after action reports and Improvement Plans for each exercise conducted in the region. • Provide four quarterly and one annual update of exercise findings to the SPG and CAOs to enforce and encourage the completion of Improvement Planning items and to prioritize funding to enhance the regions capabilities. • Coordinate exercise and training programs conducted throughout the region.
Health and Medical (H&M) RPWG	<p>The Health and Medical RPWG provides regional collaboration and coordination of both short- and long-range health and medical emergency preparedness and response planning. Representative members are chosen from the state and local public health agencies, state Emergency Medical Service agencies, and hospitals in the NCR. The H&M RPWG serves as an advisory body to the SPG and CAO-HSEC, providing recommendations, subject matter expertise, and overall guidance for health and medical projects that are funded with UASI grants.</p> <p>The H&M RPWG addresses priority requirements by:</p>

RPWG	Scope
	<ul style="list-style-type: none"> • Coordinating a regional approach to planning for health and medical preparedness and response in the NCR. • Identifying, reviewing, and recommending initiatives to strengthen regional communication and preparedness and response activities between federal, state, and local health agencies and private medical partners. • Providing subject matter expertise for health and medical preparedness and response projects to the SPG and CAO-HSEC (as requested). • In accordance with SAA grant guidance, supporting and/or recommending the allocation and/or prioritization of funds for health and medical preparedness and response projects to the SPG and CAO-HSEC (as requested). • Supporting comprehensive, multi-disciplinary coordination among NCR jurisdictions and R-ESFs. <p>The scope of the H&M RPWG requires a broad collaboration with other organizations, coalitions, and communities throughout the NCR. The working group takes a regional approach to reviewing and advising on health and medical preparedness and response planning in the NCR, with special attention to strategies looking forward three to five years. The group advises on policy priorities, facilitates alliances, and provides recommendations for funding. The group seeks to expand collaboration with non-medical organizations, coalitions, and communities by defining the role and contribution of public health and medical care organizations and ensuring collaboration to avoid duplication of efforts.</p>
Critical Infrastructure Protection (CIP) RPWG	<p>The Critical Infrastructure Protection RPWG is a cross-cutting entity established to enhance protection of the NCR's Critical Infrastructure and Key Resources. It focuses on enhancing protection and resiliency, addressing interdependencies between sectors, and collaborating on the implementation of each state's Infrastructure Protection Plans.</p>

RPWG	Scope
Interoperability RPWG	<p>The Interoperability RPWG comprises representatives from the respective NCR state and local jurisdictions, with participation from R-ESF #2 Communications membership, the regional CIO community, and other technical representatives.</p> <p>The Interoperability RPWG serves as an advisory committee to provide recommendations, subject matter expertise, and overall guidance for enhancing wired and wireless communications and for facilitating information sharing. In conjunction with the SAA, the Interoperability RPWG is responsible for ensuring that the program plan and projects are meeting the Region's goals and objectives.</p>

APPENDIX C: ALIGNMENT WITH NATIONAL AND STATE STRATEGIC PLANS

The Strategic Plan is one part of a family of plans at the strategic, programmatic, budgetary, and operational levels existing within the NCR. The Strategic Plan fills a critical need at the regional level, not only to align jurisdictional strategy planning efforts with national efforts, but also to provide a mechanism for partner input and guidance into jurisdictional programmatic and budgetary planning processes.

NCR Family of Plans³

	STRATEGIES	PROGRAMS & BUDGETS	EMERGENCY PLANS
FEDERAL	National Strategy for Homeland Security	Federal Agency Budgets	National Response Plan & NIMS
	Agency Strategic Plans	Homeland Security Grant Programs	Interagency Plans
			Operational Supplements
REGIONAL (NCR)	NCR Homeland Security Strategic Plan		
STATE & LOCAL	DC, MD, VA Strategic Plans	DC, MD, VA Annual Budgets	Emergency Operations Plans
	County Strategies	Local Budgets	Evacuation Plans
	Municipal Strategies	Program Plans	Hazard Mitigation Plans

The Strategic Plan aligns regional strategic planning efforts with federal, state, and local planning efforts by identifying common goals, objectives, and initiatives to be implemented by the Region over the next three to five years. In addition, the Strategic Plan provides a framework by which state and local entities can plan, resource, and track priority homeland security-related programs and budgets. The Strategic

³ Project execution is primarily done at the state and local jurisdictional level.

Plan describes the priority capabilities needed in the Region. The Strategic Plan is not an investment plan. It will help inform grant funding decisions but it will not dictate local and state budget decisions. Although the Strategic Plan does not directly affect the jurisdictional and emergency function operational plans (e.g., local hazard mitigation plans, emergency response), or address operational-level issues, the Strategic Plan does influence specific capabilities resourced by the jurisdictions that support operational plans.⁴ The following two sections explain how the Strategic Plan is aligned with ongoing regional and national planning efforts.

Alignment with National Strategic Planning Efforts

Recognizing that securing the NCR is a collective effort involving myriad agencies and jurisdictions, this Plan aligns the NCR's strategic planning efforts with federal planning efforts. By doing so, the Plan provides a focused, coordinated approach to homeland security that promotes an efficient and prudent means of building capabilities and achieving the Region's vision.

The Department of Homeland Security's Quadrennial Homeland Security Review Report (QHSR) also highlights the importance of collectively building capabilities by referring to homeland security as an "enterprise" with government agencies, non-profits, the private sector, and communities working together to protect and secure the country. The QHSR outlines mission areas that represent the homeland security enterprise. The Strategic Plan's objectives are closely tied to the QHSR's mission areas of preventing terrorism and enhancing security, safeguarding and securing cyberspace, and ensuring resilience to disasters.⁵

As with the NCR, national planning efforts have recognized the need for a wide variety of capabilities to address the continually shifting homeland security landscape. Hurricane Katrina, technological advances, and pandemic flu concerns have underscored the range of challenges facing homeland security efforts and the importance of creating resilient communities. The NCR Strategic Plan's goals, objectives, and initiatives utilize a capabilities-based approach that is integrated with national planning efforts.⁶ By using a capabilities-based approach, NCR partners are able to set priorities for the most effective use of resources and establish a process that determines how current systems will evolve to meet mission capability requirements.

Through identified capabilities, NCR stakeholders are able to strengthen inter-jurisdictional relationships as well as engage in regional preparedness planning and operations support. No single jurisdiction is expected to have all capabilities at a sufficient level to address all major events. Instead, jurisdictions call for support from other jurisdictions through mutual aid agreements. This approach requires that

⁴ The NCR is not an operational entity. The Strategic Plan does not specifically address operational-level issues nor does the NCR require operational plans at the regional level. For details on how the Region operates at the tactical level as well as other specific response issues, see the appropriate existing jurisdictional operations plans. In addition, regional coordination plans (e.g., the Regional Emergency Coordination Plan and the Regional Communication Plan) provide further elaboration on regional coordination mechanisms and processes.

⁵ In particular, Objectives 2.3-3.5.

⁶ Specifically, the Strategic Plan aligns closely with the *Homeland Security Presidential Directives 5 and 8*, the *National Preparedness Guidelines*, the *Target Capabilities List 2.0*, and the *National Response Framework*.

stakeholders understand operational requirements and regional capability levels in order to adequately prepare for an emergency. Capabilities-based planning and analysis offers a transparent process and provides measurable goals and action items enabling the NCR to link procurement decisions to strategic goals. This planning process encourages a joint approach by sharing tools and resources to attain target aims and it engages planners at all levels to coordinate and understand the Region's level of preparedness.

Using target capabilities in the NCR strategic planning process gives local and state agencies a tool that can be used in preparedness planning to assess preparedness, develop strategies to enhance preparedness, and establish priorities for the effective use of limited resources. It also enhances training programs, identifies technology development priorities, and evaluates performance during exercises and real events. Implementation of the Strategic Plan's initiatives will strengthen these priority capabilities, help to close the NCR's most pressing homeland security gaps, and bring the NCR into alignment with mandated DHS national priorities. Each strategic initiative has been matched to one or more of the national target capabilities, ensuring that the Strategic Plan has solid grounding in fulfilling national standards (see Appendix D).⁷

National Incident Management System and National Response Framework

State and local jurisdictions are responsible for operational planning and incident management within the NCR.⁸ Responsible authorities within these jurisdictions manage operations and incidents in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF). NIMS and the NRF are companion documents intended for simultaneous use by local and state jurisdictions. NIMS provides the template for managing incidents regardless of size or scope while the NRF outlines the structure and mechanisms for national level response over an incident.⁹ The NCR partners and our respective jurisdictions are fully committed to the principles, organizations, doctrine, and procedures of the Incident Command System (ICS) and Unified Command contained in NIMS.¹⁰

⁷ In 2007, DHS published the *Target Capabilities List 2.0* to provide all-hazards preparedness guidance to state and local jurisdictions. The *Target Capabilities List 2.0* outlines 37 target capabilities state and local jurisdictions should strive toward in preparing for any natural disaster or manmade emergency. The 37 target capabilities are a baseline of standards that serve as a reference and planning guide for local and state jurisdictions to adopt and utilize when preparing for all-hazards emergencies.

⁸ The Strategic Plan does not alter or impede the ability of first responders to carry out their specific authorities or the jurisdictional authorities for local incident command and response.

⁹ The NCR partners are committed to achieving full compliance with all NIMS standards and other federal guidelines regarding emergency response. The *National Response Framework* (NRF) was created by the Department of Homeland Security and officially replaced the *National Response Plan* in March 2008. The NRF outlines guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies.

¹⁰ The Incident Command System (ICS) is a management system designed to enable effective domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications while operating within a common organizational structure. Resources on ICS available at: <http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>.

Most incidents within the Region are handled locally at the lowest jurisdictional level. Most responses do not require support from other entities outside the NCR. In these cases, responsibility for incident response lies solely within the jurisdictional authority of the affected jurisdiction, although in many cases, longstanding mutual aid agreements may be implemented. The local jurisdiction will designate an Incident Commander, who takes responsibility for all incident activities.

In other situations, incidents may require a coordinated response and could involve more than a single response discipline and/or multiple jurisdictions. Here, the Region relies on the principle of Unified Command as referenced in NIMS for coordinated and collaborative incident management. Jurisdictions (and/or emergency responders within a single jurisdiction) work together through their designated representatives to determine objectives, strategies, plans, and priorities for the incident. These designated representatives develop a single Incident Action Plan that governs the response to the incident and work together to execute integrated incident operations. When local jurisdictions are overwhelmed during an incident, the state coordinates the provision of resources. When a state is overwhelmed, the state requests assistance from the federal government.¹¹ In large-scale responses, a Joint Field Office may be established to support the Unified Command.

The NCR is not an operational entity. The “who’s in charge” question for an incident is answered in accordance with the ICS, which details responsibilities based on where the incident occurs, the type of incident, and the stage of incident response.

Jurisdictions within the NCR have a myriad of well-coordinated and exercised plans addressing multi-jurisdictional incidents, including decisions regarding incident command authority. In accordance with ICS, these jurisdictional plans answer questions such as “who’s in charge?” at an incident site and outline overall coordination and operational planning issues. For example, during the September 11, 2001 response to the attack on the Pentagon, the Chief of the Arlington County Fire Department was deemed the Incident Commander and NCR partners provided operational and resource support. In instances where there is no clear line of authority, jurisdictions work together through the designated members of the Unified Command to determine which agency will serve as the overall Incident Commander and how other agencies will support the ICS.

In cases of a declared Incident of National Significance, a National Security Special Event (NSSE),¹² or other events requiring a coordinated federal response within the NCR, the Secretary of Homeland Security may designate a Principal Federal Official (PFO) to act as his/her representative locally to oversee, coordinate, and execute the Secretary’s incident management responsibilities.¹³ The PFO

¹¹States can also request assistance through the Emergency Management Assistance Compact (EMAC) program. EMAC allows a disaster impacted state to request and receive mutual aid assistance from other member states. For more information see <http://www.emacweb.org>.

¹² The National Security Special Event (“NSSE”) designation was created by Presidential Decision Directive 62 (“PDD-62”) of President Clinton and subsequently codified as 18 U.S.C § 3056 by the Presidential Protection Act of 2000.

¹³ Office of the Press Secretary, The White House, *Homeland Security Presidential Directive 5* (federal responsibilities during an INS or a NSSE event).

facilitates federal support to the established ICS Unified Command Structure and coordinates overall federal incident management and assistance activities. NSSEs such as Presidential Inaugurations and State of the Union Addresses are fairly common in the NCR, and the likelihood of an event requiring federal support within the NCR is high. Federal, state, and local authorities regularly exercise operational coordination with good effect. The NCR frequently executes NSSEs and is prepared to respond to a large-scale event requiring multi-jurisdictional coordination.

Alignment with State Strategic Planning Efforts

Virginia, Maryland, and the District of Columbia each develop and maintain strategic plans to guide their homeland security efforts across their respective jurisdictions. State strategic plans differ from the District of Columbia's because they must cover jurisdictions inside the NCR, along with other cities and counties within the state but outside the NCR.

Although the District of Columbia and state plans are not subordinate to the Strategic Plan, elements within these plans do support the overall goals and objectives imbedded in the Strategic Plan. Both the Maryland and Virginia plans discuss regional collaboration in their strategies and single out the NCR as a key region requiring extensive collaboration to effectively manage catastrophic events. The District of Columbia plan also cites collaboration as a central theme in developing an effective, unified approach to preparedness.

One area of demonstrated collaboration is in mutual aid agreements and compacts. The jurisdictions have a history of strong inter-jurisdictional agreements and memoranda of understanding that enable regional cooperation and coordination within many of the ESF areas. This network of agreements is one reason why the Region is effective in emergency response and incident management at the local level. This extensive network of existing relationships and agreements will facilitate greater collaboration at the strategic level as the Strategic Plan is implemented.

Priorities for preparedness in the homeland security plans for Virginia, Maryland, and the District of Columbia reflect unique assessments of the threats and vulnerabilities across each jurisdiction. Compared with Virginia and Maryland, the District of Columbia plan appropriately takes a more "terrorist-centric" perspective in developing its preparedness strategy. Virginia and Maryland have similar terrorist concerns for key population centers and locations with critical infrastructure (such as maritime facilities in Norfolk and Baltimore), but also identify the need to prepare for other threats and situations.

Major agri-business centers in Virginia and Maryland are vulnerable to a host of natural and manmade threats of much less concern to the District of Columbia. For these and other reasons, a statewide homeland security strategy will not provide the emphasis and unique focus required of a multistate area such as the NCR. Although the Strategic Plan does recognize the contributions of Virginia and Maryland, the Virginia and Maryland plans take a more balanced approach to committing resources across their entire states. State homeland security investments made in their jurisdictions within the NCR must take into account their own regional considerations.

To facilitate state strategic plan alignment with the Strategic Plan, the homeland security governance structure of the NCR includes the Virginia and Maryland Homeland Security Advisors as key participants in all policymaking and investment decisions. Appendix E outlines how the NCR goals align with the Maryland, District of Columbia, and Virginia strategic goals.

APPENDIX D: COMPARISON OF NCR STRATEGIC INITIATIVES WITH THE TARGET CAPABILITIES LIST 2.0

NCR Initiatives ¹⁴	Applicable Target Capability
Increase access to voice systems capable of transmitting and receiving voice information to and from NCR response partners.	Communications Emergency Public Safety & Security Emergency Operations Center Mgmt
Develop and maintain secure data communications governed by common standards and operating procedures.	Communications Emergency Public Safety & Security Emergency Operations Center Mgmt
Share Computer Aided Dispatch (CAD) data between jurisdictions and other related data systems to streamline the process of capturing 911 information and responding to incidents.	Communications Emergency Public Safety & Security On-site Incident Mgmt Emergency Operations Center Mgmt
Share Geographic Information System (GIS) data between jurisdictions and other related data systems.	Communications Emergency Public Safety & Security Emergency Operations Center Mgmt
Increase access to video systems capable of transmitting and receiving video information to and from NCR response partners.	Communications On-site Incident Mgmt Emergency Operations Center Mgmt Emergency Public Information & Warning
Ensure all NCR fusion centers share information through secure and open systems, produce relevant and standardized analytical products, and share information in a timely manner with appropriate NCR partners.	Intel Info Sharing & Dissemination Info Gathering & Recognition of Indicators & Warnings Intel Analysis & Production Counter-Terror Investigation & Law Enforcement On-site Incident Mgmt Emergency Operations Center Mgmt
Improve the dissemination of accurate, timely information to the public using multiple venues, including social media outlets, to ensure that the content of emergency messages and alerts is easily accessible and available to the public.	Emergency Public Information & Warning Emergency Public Safety & Security

¹⁴ The NCR strategic initiatives are tailored to the specific threats and risks faced by the Region. The initiatives are informed by the *Target Capabilities List 2.0*, but do not mirror TCL 2.0.

NCR Initiatives	Applicable Target Capability
Define essential elements of data and information for situational awareness for each discipline and all partners in the NCR. Then develop, maintain, and utilize business practices and common technical standards for situational awareness in order to make informed decisions.	Emergency Operations Center Mgmt Info Gathering & Recognition of Indicators & Warnings
Ensure NCR partners have the systems, processes, security clearances, tools, and procedures to access, gather, and share appropriate intelligence, law enforcement, and classified data.	Counter-Terror Investigation & Law Enforcement Intel Info Sharing & Dissemination Info Gathering & Recognition of Indicators & Warnings
Catalog all CI/KR in the NCR and conduct consequence-of-loss analysis.	Critical Infrastructure Protection Structural Damage Assessment Risk Mgmt
Conduct a comprehensive risk analysis of the NCR CI/KR, including a review of the critical systems upon which they depend and the interdependencies of those systems.	Critical Infrastructure Protection Structural Damage Assessment Risk Mgmt
Develop and implement a plan for sharing CI/KR information among public and private entities throughout the NCR.	Critical Infrastructure Protection Structural Damage Assessment Risk Mgmt
Develop and implement sector vulnerability reduction plans.	Critical Infrastructure Protection Structural Damage Assessment Risk Mgmt
Conduct a technology feasibility assessment and develop a plan for technology investments for CI/KR.	Critical Infrastructure Protection Risk Mgmt
Develop and implement a cybersecurity plan for NCR critical systems.	Critical Infrastructure Protection Risk Mgmt
Identify key facilities throughout the NCR that require backup critical services. Assess facilities' plans for loss of critical services.	Critical Infrastructure Protection Risk Mgmt
Develop a community awareness training and education program.	Critical Infrastructure Protection Risk Mgmt Community Preparedness & Participation

Develop a strategy for using CI/KR data to inform law enforcement.	Critical Infrastructure Protection Risk Mgmt
Establish a regional business information sharing committee.	Critical Infrastructure Protection Risk Mgmt
Develop and implement a plan for a comprehensive CI/KR monitoring program.	Critical Infrastructure Protection Risk Mgmt
Develop and implement a plan integrating CI/KR monitoring information into response operations.	Critical Infrastructure Protection Risk Mgmt Economic & Community Recovery
Ensure that private health care, federal, state, and local public health, and EMS programs and providers in the NCR can increase surge capacity to respond to mass casualty incidents and events requiring mass prophylaxis.	Medical Surge Mass Prophylaxis Isolation & Quarantine Emergency Triage & Pre-Hospital Treatment Medical Supplies Mgmt & Distribution Restoration of Lifelines Fatality Mgmt
Establish a regional monitoring and response system that allows for health and medical response partners to track patients, hospital bed availability, alerts, and EMS/hospital activity in a shared, secure environment.	Critical Resource Logistics & Distribution Medical Surge Mass Prophylaxis Isolation & Quarantine Emergency Triage & Pre-Hospital Treatment Medical Supplies Mgmt & Distribution Restoration of Lifelines Fatality Mgmt
Ensure the ability to track patients from the start of pre-hospital care to discharge from the health care system during both daily operations and mass casualty incidents.	Medical Surge Isolation & Quarantine Emergency Triage & Pre-Hospital Treatment Restoration of Lifelines
Develop, coordinate, and integrate local and state evacuation plans so that evacuation polices and routes complement each other to ensure the NCR's ability to coordinate evacuation across the Region.	Citizen Evacuation & Shelter-in-Place
Ensure the NCR's ability to provide sheltering and feeding for the first 72 hours following an incident for individuals in the general population, persons with special needs, persons with special medical needs, and pets.	Mass Care (Sheltering, Feeding & Related Services) Citizen Evacuation & Shelter-in-Place
Sustain the NCR's ability to alert and warn residents, businesses, and visitors using multiple methods including social media.	Community Preparedness & Participation Emergency Public Information & Warning Emergency Public Safety & Security

Bolster recruitment, management, and retention of volunteers through Community Emergency Response Team (CERT), other citizen corps programs, Volunteer Organizations Active in Disaster (VOAD) member agencies, the Medical Reserve Corps (MRC), and registration in Emergency System for Advance Registration of Volunteer Health Professionals (ESAR-VHP) programs.	Community Preparedness & Participation Emergency Public Information & Warning Emergency Public Safety & Security Volunteer Mgmt & Donations
Ensure post-incident human services and recovery assistance throughout the NCR including case management, emergency housing, behavioral health, spiritual care, and family reunification.	Community Preparedness & Participation Emergency Public Safety & Security Volunteer Mgmt & Donations
Enhance the NCR's ability to detect chemical, biological, radiological, and other types of contamination.	CBRNE Detection Explosive Device Response Operations Responder Safety & Health
Ensure region-wide access to Type 1 hazardous material (HazMat), bomb response/Explosive Ordnance Device (EOD) units, and tactical teams and ensure each unit/team is able to respond in a reasonable amount of time.	CBRNE Detection Risk Mgmt Explosive Device Response Operations Responder Safety & Health
Ensure all responders in the NCR have access to Personal Protective Equipment (PPE), equipment, and apparatus that match the identified capability needs.	WMD & HazMat Response & Decontamination Responder Safety & Health Fire Incident Response Support
Establish a regional monitoring and response system that provides health and medical response partners with central access to biosurveillance.	Epidemiological Surveillance & Investigation Laboratory Testing Animal Disease & Emergency Support Environmental Health Food & Agriculture Safety & Defense
Develop and exercise key regional emergency response and recovery plans.	Planning
Ensure regional procedures, memoranda of understanding, and mutual aid agreements are in place to allow for rapid coordination of resources including health assets across jurisdictional boundaries.	Planning
Develop and update a matrix of training and exercises that meet Homeland Security Exercise	On site Incident Mgmt Emergency Operations Center Mgmt Search & Rescue (Land-Based)

and Evaluation Program (HSEEP) standards needed to maintain core regional capabilities. This matrix should address new and emerging threats and concerns raised in gap analyses and after action reports from events and exercises.

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APPENDIX E: JURISDICTIONAL ALIGNMENT OF NCR, MD, DC, AND VA GOALS

NCR Goals	Ensure Interoperable Communications Capabilities	Enhance Information Sharing and Situational Awareness	Enhance Critical Infrastructure Protection	Ensure Development and Maintenance of Regional Core Capabilities	
Maryland Goals	Interoperable Communications Backup Power & Communications	Intelligence/ Information Sharing	Vulnerability Assessment Closed Circuit Television (CCTV) Transportation Security	HAZMAT/Explosive Device Response Biosurveillance Mass Casualty/Hospital Surge Planning Training & Exercises Personal Protective Equipment for first responders	
District of Columbia Goals	Enhance the District's capabilities to restore & stabilize government operations and community life.	Prevent, eliminate, &/or reduce risks faced by the District.	Protect the community, people, assets, & critical infrastructure in the District.	Enhance the District's all-hazards planning, education, & response capabilities.	
Virginia Goals	Improve communications to align with the State Communications Interoperability Plan.	Develop an info sharing system that includes all partners in support of a comprehensive Common Operating Picture for emergency management applications. Develop an intelligence-driven policing model that incorporates local, state, federal, private & public stakeholders.	Take all actions possible to prevent terrorist acts against the people & infrastructure of Virginia. Enhance Critical Infrastructure & Key Resources protection & resiliency to ensure that government missions, state services & economic functions are maintained.	Strengthen medical surge capability.	Enhance inter & intra-state collaboration.
				Support VA institutions of learning in disaster management.	Continue to enhance catastrophic evacuation & re-entry planning.
				Increase the number of Virginians who are prepared for emergencies.	Provide HSEEP compliant training, education, exercises, opportunities for responders.
				Continue enhancements of mass care capability.	Enhance capability to respond to CBRNE in a coordinated effort to protect the public.
				Enhance ability to inform citizens prior to & during emergencies.	Enhance ability to respond to CBRNE in a coordinated effort to protect the public.

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APPENDIX G: LIST OF ACRONYMS

CAO: Chief Administrative Officer

CAO-HSEC: Chief Administrative Officers Homeland Security Executive Committee

CBRNE: Chemical, Biological, Radiological, Nuclear and Explosive

COG: Council of Governments (see also MWCOG)

CIP: Critical Infrastructure Protection

CI/KR: Critical Infrastructure / Key Resources

DHS: Department of Homeland Security

EPC: Emergency Preparedness Council

ESF: Emergency Support Function (see also R-ESF)

ETOP: Exercise and Training Operations Program

HSGP: Homeland Security Grant Program

ICS: Incident Command System

IMT: Incident Management Team

JFC: Joint Federal Committee

MWCOG: Metropolitan Washington Council of Governments

NCR: National Capital Region

NCRC: Office for National Capital Region Coordination

NIMS: National Incident Management System

NIPP: National Infrastructure Protection Plan

NRF: National Response Framework

NSSE: National Security Special Event

QHSR: Quadrennial Homeland Security Review

RECP: Regional Emergency Coordination Plan

R-ESF: Regional Emergency Support Function

RICCS: Regional Incident Communication and Coordination System

RPWG: Regional Program Working Group

SAA: State Administrative Agency

SME: Subject Matter Expert

SPG: Senior Policy Group

TCL: Target Capabilities List

UASI: Urban Area Security Initiative

APPENDIX H: GLOSSARY

All-Hazards: “Refers to preparedness for domestic terrorist attacks, major disasters, and other emergencies.” (Homeland Security Presidential Directive 8, 2003).

Chief Administrative Officers Committee (CAO Committee): A technical committee within MWCOG composed of the chief administrative officers from member local governments. (MWCOG.org, 2010)

Emergency Preparedness Council (EPC): “An advisory body which reports to the MWCOG Board of Directors. The EPC makes policy recommendations to the MWCOG Board through the Public Safety Policy Committee and makes procedural or other recommendations to the MWCOG Board or to various regional agencies with emergency preparedness responsibilities or operational response authority.” (MWCOG.org, 2010).

Emergency Support Function (ESF): A grouping of government and certain private-sector capabilities into an organizational structure to provide support, resources, and services. (National Response Framework, 2008).

Fiscal Year: This Plan references a fiscal year that is a 12 calendar month period ending with September, and is numbered the same as the calendar year in which it ends. For example, FY 2006 is October 2005 through September 2006.

Goal: A desired end state. Achieving all goals enables realization of the vision.

Homeland Security: A concerted regional effort to prevent terrorist attacks within the NCR, reduce the Region's vulnerability to all-hazards events, and minimize the damage and recover from events that do occur. (National Strategy for Homeland Security, 2007).

Initiative: A measurable, time-specific statement that is a subsidiary of the objective.

Joint Federal Council (JFC): “A decision-making entity that provides a forum for policy discussions and resolution of security related issues of mutual concern to federal, state, and local jurisdictions within NCR.” (DHS.gov, 2010).

Metropolitan Washington Council of Governments (MWCOG): “MWCOG is a regional organization of Washington area local governments. MWCOG is composed of 20 local governments surrounding our nation's capital, plus area members of the Maryland and Virginia legislatures, the U.S. Senate, and the U.S. House of Representatives.” (MWCOG.org, 2010).

Mission: The empowering statement that enables one to reach the vision. The mission of the NCR is to: “Build and sustain an integrated effort to prepare for, prevent, protect against, respond to, and recover from ‘all-hazards’ threats or events.”

National Capital Region (NCR or Region): “The geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince Georges Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.” (Title 10, United States Code, Section 2674 (f) (2)). For the purposes

of mutual aid, Section 7302(a)(7) of the Intelligence Reform and Terrorism Prevention Act (Pub. L. 108-458), December 17, 2004, defines NCR as: “The term ‘National Capital Region’ or ‘Region’ means the area defined under section 2674(f)(2) of Title 10, United States Code, and those counties with a border abutting that area and any municipalities therein.” Therefore, the 14 jurisdictions within the NCR and covered by this Strategic Plan are: Arlington, Fairfax, Loudoun, and Prince William counties; the independent cities of Alexandria, Fairfax City, Falls Church, Manassas, and Manassas Park in Virginia; Montgomery and Prince George's counties in Maryland; and the District of Columbia, Commonwealth of Virginia, and State of Maryland.

National Capital Region Homeland Security Partners (Partners or NCR Partners): Refers to the Region's local, state, regional, and federal governments, citizen community groups, private sector, nonprofit organizations, and non-governmental organizations.

National Capital Region Homeland Security Strategic Plan (NCR Strategic Plan or the Strategic Plan): Refers to this document.

Objective: Attainable means of achieving a goal.

Office for National Capital Region Coordination (NCRC): “NCRC oversees and coordinates Federal programs for relationships with state, local, and regional authorities in the National Capital Region. The Office's responsibilities include: coordinating Department activities relating to the NCR; coordinating to ensure adequate planning, information-sharing, training, and execution of domestic preparedness activities in the NCR; and assessing and advocating for resources needed in the NCR.” (FEMA.gov, 2010).

Performance Measure: A parameter, indicator or metric that is used to gauge program performance. Performance measures can be either outcome or output measures. (U.S. Department of Energy, Performance-Based Management handbook, 2001).

Preparedness: “The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.” (National Response Framework, 2008).

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending perpetrators and bringing them to justice. (National Incident Management System, December 2008).

Protection: Actions to mitigate the overall risk to CI/KR assets, systems, networks, or their interconnecting links resulting from exposure, injury, destruction, incapacitation, or exploitation. In the context of the NCR Homeland Security Strategy, protection includes actions to deter the threat, mitigate vulnerabilities, or minimize consequences associated with a terrorist attack or other incident. Protection can include a wide range of activities, such as hardening facilities, building resiliency and redundancy, incorporating hazard resistance into initial facility design, initiating active or passive

countermeasures, installing security systems, promoting workforce surety, and implementing cybersecurity measures, among various others. (National Infrastructure Protection Plan, 2009).

Recovery: The development, coordination, and execution of service- and site-restoration plans, the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of Initiatives to mitigate the effects of future incidents. (National Incident Management System, 2008).

Regional Emergency Support Function (R-ESF): “A very basic function shared by all jurisdictions. Individual R-ESFs identify organizations with resources and capabilities that align with a particular type of assistance or requirement frequently needed in a large-scale emergency or disaster. R-ESFs provide a convenient way of grouping similar organizations and activities from participating jurisdictions.” (MWCOG.org, 2010).

Regional Program Working Group (RPWG): Outcome-driven, accountable working group that develops and oversees programs and the associated projects within the NCR. (MWCOG.org, 2010).

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity; and apprehending actual perpetrators and bringing them to justice. (National Incident Management System, 2008).

Resilience: The individual, community, and system robustness, adaptability, and capacity for rapid recovery in the face of disruptions, disasters, and other crises. Resilience encompasses the four traditional elements of emergency management: hazard mitigation (prevent/protect); enhanced preparedness (prepare); effective emergency response (respond); and rapid recovery (recover). (Quadrennial Homeland Security Report, 2010).

Risk: Risk is the product of threat, vulnerability, consequence, and likelihood of occurrence. (Interim National Preparedness Goal, 2005).

Senior Policy Group (SPG): “The Governors of Maryland and Virginia, the Mayor of the District of Columbia, and the Advisor to the President for Homeland Security established an NCR Senior Policy Group to provide continuing policy and executive level focus to the Region’s homeland security concerns. The SPG was also designed to ensure full integration of NCR activities with statewide efforts in Virginia and Maryland. Its membership was and is comprised of senior officials of the four entities, each with direct reporting to the principals. The SPG was given the collective mandate to determine priority actions for increasing regional preparedness and response capabilities and reducing vulnerability to terrorist attacks.” (MWCOG.org, 2010).

State Administrative Agency (SAA): An office designated by the state governor to apply for and administer funds under the Homeland Security Grant Program (HSGP). The SAA is the only agency eligible to apply for HSGP funds and is responsible for obligating HSGP funds to local units of government and other designated recipients. The designated SAA for the NCR UASI Grant Program is the District of Columbia, Homeland Security and Emergency Management Agency. (U.S. Department of Homeland Security, MWCOG.org, 2010).

Target Capabilities List (TCL) 2.0: The *Target Capabilities List* provides guidance on 37 specific capabilities and levels of capability that federal, state, local, and tribal entities are expected to develop and maintain. The TCL is designed to assist federal, state, local, and tribal entities in understanding and defining their respective roles in a major event, the capabilities required to perform a specified set of tasks, and where to obtain additional resources if needed. (Target Capabilities List 2.0, U.S. Department of Homeland Security, 2007).

Urban Area Security Initiative (UASI): A Department of Homeland Security grant program that “provides financial assistance to address the unique multi-disciplinary planning, operations, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist them in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats or acts of terrorism.” (U.S. Department of Homeland Security, 2010).

Vision: The desired end state. The vision and collective commitment of the NCR partners is: “Working together towards a safe and secure National Capital Region.”