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For Review by the Emergency Preparedness Council
University of Maryland, Center for Health and Homeland Security
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National Capital Region Homeland Security Strategic Plan

May 3, 2010

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Executive Summary

Building on decades of regional collaboration, the 2006 National Capital Region Homeland Security Strategic Plan affirmed the National Capital Region's (NCR)[1] commitment to a common vision of "working together towards a safe and secure National Capital Region" to achieve its mission of building and sustaining "an integrated effort to prepare for, prevent, protect against, respond to, and recover from 'all–hazards' threats or events." In the last four years, many of the objectives and initiatives of that Plan have been realized and much has been learned. As called for by the Emergency Preparedness Council in the 2006 document, the NCR has revisited the Plan and now issues this updated Strategic Plan. The updated Plan reflects the NCR's progress over the last four years. The Strategic Plan does not serve as an operational plan. Rather, the Strategic Plan will guide the NCR in achieving its priority capabilities over the next three to five years.

The NCR progressed significantly under the 2006 Strategic Plan. The Region created a collaborative culture of decision-making by strengthening its regional approach to homeland security planning. Similarly, the NCR achieved a heightened level of citizen preparedness by developing, implementing, and sustaining public preparedness education campaigns and emergency messaging. Likewise, the NCR made strides in region-wide response and recovery capabilities such as improving medical surge capacity and defining capabilities and expectations for decontamination and re-entry. Finally, partnerships and communications among the NCR's public, civic, private, and NGO stakeholders were successfully developed, as was an integrated training and exercise framework.

The goals of the 2006 Plan are the bedrock of the updated Plan. Regional collaboration in planning and decision-making, as well as community engagement, remain central to the NCR mission. The capabilities in the national mission areas of prevention, protection, response, and recovery are still pillars of the NCR's efforts. Like the 2006 Plan, the updated Plan recognizes the NCR's unique homeland security and preparedness challenges and the current context for the Region's work on homeland security. Similarly, the updated Plan guides the NCR's collaborative efforts and will be continuously improved. Based on these premises, the goals have been updated to build and achieve the Region's priority capabilities during the next three to five years. The Plan's goals identify the following key capabilities for the Region: interoperable communications, enhanced information sharing and situational awareness, critical infrastructure protection, and developing and maintaining core capabilities. The objectives and initiatives further specify the nature of these capabilities and how the Region seeks to achieve them.

Annual work and investment plans will detail the NCR's projects and a performance measurement plan will monitor and measure progress. The NCR will revisit its goals in three years; it will annually revisit its objectives and initiatives to ensure they reflect progress and changed circumstances. The original Plan contained a wealth of information and data on the NCR, including its planning efforts and its governance. That information has been updated and can be found in the Plan's appendices.

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Introduction

The NCR works "together towards a safe and secure" Region to achieve its mission of building and sustaining "an integrated effort to prepare for, prevent, protect against, respond to, and recover from 'all–hazards' threats or events." The National Capital Region Homeland Security Strategic Plan helps identify the capabilities needed to strengthen the Region's homeland security efforts and defines the framework for achieving those capabilities.

By adopting this Plan, the NCR commits not only to building new and expanded capabilities, but re-dedicates itself to ensure that investments previously made are maintained and refreshed as required. Emergency managers, health care officials, first responders, operators of critical infrastructure facilities, information technology specialists, and leaders in the public, private, and nonprofit sectors all validated that the goals reflect the NCR's priorities. These groups shaped this Plan by proposing the objectives and initiatives needed to achieve these goals over the life of the Plan. The goals and objectives focus on measurable results and note the importance of both developing new capabilities and sustaining existing capabilities. The NCR will establish metrics, monitor progress toward achieving the goals, and adjust the Plan as the risk profile and operational circumstances change.

From goals to initiatives, NCR stakeholders have constructed the Strategic Plan to complement state and local operational plans. Operational plans remain the responsibility of state and local emergency management governments. Local and state emergency operations plans prescribe how each jurisdiction will respond to an event. The capabilities in the Strategic Plan aim to achieve regional capacities to support localities in all phases of homeland security.

Full protection of NCR residents turns on more than just successful regional collaboration to implement this Plan. Local and state commitments to baseline public safety capacities are essential to the successful preparation, response, and recovery from emergencies, natural disasters, and terrorism events alike. Localities and states both fund and manage the day-to-day operations of areas such as fire and police, public health, local emergency management, and transportation. States establish state-wide programs and standards. In addition, nonprofits and businesses guide and support many of the capabilities in areas such as critical infrastructure protection and provision of human services needed for effective response and recovery.

The current strategic plans of the District of Columbia, the State of Maryland, the Commonwealth of Virginia, and the U.S. Department of Homeland Security do more than provide context for the NCR's Strategic Plan. The initiatives under each strategic plan underpin the achievement of the NCR's goals. Localities and states of the NCR, along with neighboring states and Urban Area Security Initiative (UASIs), collaborate to share resources in time of need. Within the NCR and between its member jurisdictions, mutual aid agreements, such as the Emergency Management Assistance Compact (EMAC) and the Maryland Emergency Management Assistance Compact (MEMAC), facilitate the deployment of equipment and personnel to the location that requires assistance.

The body of this document first describes the profile of the NCR, and then lays out the Plan—from the vision and mission statement, to the goals, objectives, and initiatives. Finally, the Plan discusses funding sources and its commitment to implement and evaluate the Plan.

Profile of the NCR

The NCR's combined status as the Nation's capital and as a major U.S. and international city define both the threat and consequence components of its risk profile. More than five million Americans call the NCR home.[2] The federal government is headquartered in the NCR, including all three branches of Federal government, 271 Federal departments and agencies, and more than 340,000 Americans federal workers.[3] The NCR is also home to more than 2,000 political, social, and humanitarian non-profit organizations.[4] Additionally, the Region receives over 20 million tourists each year and some of the most important symbols of national sovereignty and democratic heritage stand within the NCR's boundaries.[5] These attributes both heighten the threat and raise the consequences to the Region in the instance of natural or manmade incidents. An incident caused by any hazard could produce catastrophic human, political, and economic harm on the Region and the Nation as a whole.

In population, economic, and educational terms, the NCR is a prominent metropolitan center. It is the fourth-largest U.S. metropolitan area in terms of population and gross regional product. More than 40 colleges and universities are located within its boundaries.[6] The NCR encompasses a complex and diverse array of communities. Its populations reside in dense urban environments, suburbs, and rural communities. Many workers come from outside the NCR, commuting from West Virginia, Pennsylvania, and the Tidewater area of Virginia.

A key feature of the NCR landscape is its proximity to other densely populated regions, including Baltimore, Richmond, and Philadelphia. The NCR is inextricably linked to its neighbors by infrastructural, informational, governmental, and transit systems. In this respect, the security of the NCR depends on collaboration with its neighbors.
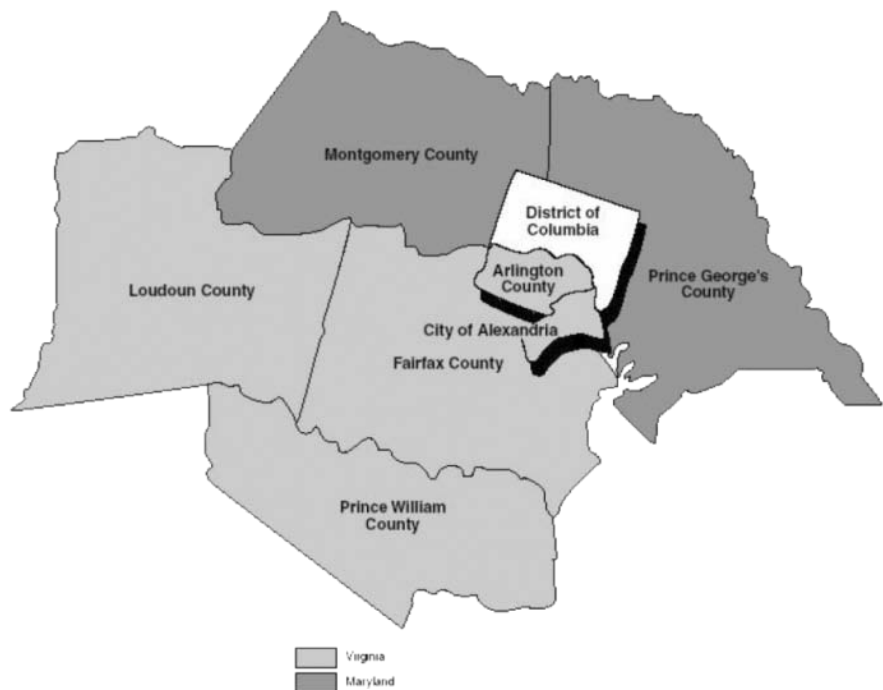
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The NCR is also a hub of international governmental and business activity. Four thousand diplomats work at more than 170 embassies, and over 8,000 individuals work at international organizations such as the World Bank, the International Monetary Fund, and the Organization of American States.[7] The number of foreign national residents and visitors located in the Region at any one time exceeds that of any other metropolitan area in the United States.

The NCR's populace relies on a vast array of critical infrastructure and key resources (CI/KR) including transportation, energy, and public works. The Region's transportation system illustrates the complexity of protecting the critical infrastructure from attack and disruption. The NCR hosts two major airports and a third major airport stands just outside its border. The NCR transportation system also contains the Nation's second-largest rail transit and fifth-largest bus systems. In addition, an intricate network of major highways and bridges serve the Region's commuters and businesses.

In 2006, the NCR's Hazard Information and Risk Assessment (HIRA) identified key threats and vulnerabilities and then considered the impact that various incidents could have on the Region. In 2008, the Office of the National Capital Region Coordination conducted the NCR Strategic Hazard Identification and Evaluation for Leadership Decisions (SHIELD). Drawing on information from governmental and business experts, SHIELD analyzes and evaluates particular hazards in relation to the NCR's critical infrastructure. The analysis ranks potential hazards and recommends how grant funds might be addressed. While contemplating a wide range of potential events, SHIELD focuses on scenarios that are most likely to occur in the Region.

These assessments underscore the need to be prepared for natural events such as ice, snowstorms, and flooding, special events such as international summits, inaugurations, and parades, and terrorist attacks. The NCR's unique status as the Nation's capital and a hub of international activity makes all-hazards mitigation essential.

To encompass all the varying complexities of the Region's unique landscape, the NCR has developed several leadership bodies including the Emergency Preparedness Council (EPC), the Senior Policy Group (SPG), and the Chief Administrative Officers Homeland Security Executive Committee (CAO-HSEC). The EPC provides oversight and implementation of the Strategic Plan while the SPG and CAO-HSEC work in conjunction to provide direction in carrying out the Plan's goals, objectives, and initiatives. The leadership bodies work collaboratively with subject matter experts groups that include representatives from Maryland, Virginia, and the District of Columbia, as well as those from the local jurisdictions in the Region, federal partners, nonprofit organizations, and the private sector. The subject matter experts encompass a range of disciplines including law enforcement, public health, fire/EMS, emergency management, information technology, critical infrastructure, and many other disciplines. 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.[8] As a result the Region continues to take maximum advantage of available resources to improve and sustain readiness in the Region.

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A Plan for Building Resilience

The Emergency Preparedness Council reaffirms the NCR's strategic vision and mission and adopts revised goals selected as priority capabilities to be achieved over the course of this Plan. The NCR will continue to collaborate and coordinate its information and resources so that its citizens are prepared for and protected against all man-made or natural hazards.

Vision	Working together towards a safe and secure National Capital Region.
Mission	Build and sustain an integrated effort to prepare for, prevent, protect against, respond to and recover from "all-hazards" threats or events.

Building Resilience: Goals, Objectives, and Initiatives

To realize the vision of a "safe and secure NCR," the Region established goals, objectives, and initiatives. The goals state the Region's commitment to developing key capabilities and ensuring that these capabilities are sustained and are upgraded as needed. In each goal, the NCR calls out objectives that further prioritize the Region's work and set out measurable and specific results to be attained during the next three to five years. The initiatives are the key programs or strategies the NCR will pursue to realize the goals and objectives. The goals will be revisited in three years. The objectives and initiatives will be reviewed annually and updated as needed.

Goal One: Ensure Interoperable Communications Capabilities
Ensure responders have the ability to transmit and receive voice, data, and video communications with NCR partners.

To date, the NCR and the states and localities it encompasses have dramatically invested in improving voice, data, and video communications. Some work remains on this and the Region must ensure that gaps are filled and technology is maintained and updated so that interoperable communications capabilities are improved for all responders, ranging from EMS personnel, to hospitals, and law enforcement.

The term "NCR Partners" includes local, state, regional, and federal entities, citizen community groups, private sector, non-profit organizations, and non-governmental organizations.

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Goal Two: Enhance Information Sharing and Situational Awareness
Ensure that NCR partners share the necessary information needed to make informed, accurate, and timely decisions and implement proper actions including sharing timely, accurate information with the public.

As demonstrated by events such as the inauguration and the outbreak of H1N1, the different sectors have seen success in building better situational awareness and sharing key tactical information in law enforcement and public health. This goal states the NCR's continued commitment to improving practices and procedures as well tools to maximize common situational awareness and to ensure that the public has timely access to accurate information needed to ensure their safety and well-being.

Goal Three: Enhance Critical Infrastructure Protection
Enhance protection and resilience of critical infrastructure and key resources (CI/KR) in the NCR to reduce their vulnerability to disruption from all-hazards and enhance recovery after an incident.

Regional collaboration is required to achieve each goal, but Goal Three is distinct in that it addresses protecting and ensuring the services from assets that are largely privately-owned. Eighty percent of the critical infrastructure in the NCR is owned by either the private or nonprofit sectors. Success in achieving this goal and its objectives are a shared responsibility of the public and private sectors and thus require close partnerships to ensure that CI/KR is protected from disruption.

Goal Four: Develop and Maintain Core Regional Capabilities
Develop and maintain the basic building blocks of preparedness to ensure that a NCR-wide baseline of capabilities is established including: Mass Casualty, Healthcare System Surge & Mass Prophylaxis; Mass Care & Evacuation; Community Awareness, Alert & Public Information; Bio-Surveillance/Medical Intelligence; CBRN & EOD Response; Planning, Training, & Exercises.

The capabilities called out in Goal Four represent areas where the localities and states have built basic public services. The NCR as a region has also invested in the enhancement of those core capabilities and as a result the Region has a strong foundation of resilience and preparedness to plan, prepare, respond, and recover from all-hazards incidents. This goal states the NCR's commitment to ensuring that these capabilities are sustained each year and are upgraded as needed.

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NOTE FROM THE EDITORS: The initiatives in particular are a work in progress. Further revision on the initiatives should result in initiatives that identify how an objective will be achieved through a strategy or program. Some initiatives restate the objective without identifying how the objective will be achieved. For example, Initiative 1.1.1 ("Ensure NCR partners can communicate by voice under all circumstances and on a day–to-day basis") does not yet describe *how* NCR partners will improve voice communications between each other. In addition, the Plan should include only those initiatives which are a priority for regional collaboration over the next three years. Initiatives can be added, subtracted, or modified on an annual basis. Comments are sought on this through the EPC Workshop and info@ncrstrategicplan.com.

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Goal One: Ensure Interoperable Communications Capabilities	
Ensure responders have the ability to transmit and receive voice, data, and video communications with NCR partners.	
Objective 1.1	Ensure responders have access to voice systems capable of coordinating dispatch voice information to all response partners and capable of transmitting voice information to all communication systems.
Initiative 1.1.1	Ensure NCR partners can communicate by voice under all circumstances and on a day–to-day basis.
Initiative 1.1.2	Ensure health and medical personnel have adequate communications systems that are linked with that of the public safety agencies and other response partners.
Objective 1.2	Develop and maintain secure data communications governed by common standards, policies, and procedures.
Initiative 1.2.1	Ensure NCR partners can communicate and share all necessary and appropriate data under all circumstances and on a day-to-day basis.
Initiative 1.2.2	Ensure data systems share Computer Automated Dispatch (CAD) data between jurisdictions and other related data systems to streamline the process of capturing of 911information and responding to incidents.
Initiative 1.2.3	Ensure data systems share Geographic Information System (GIS) data between jurisdictions and other related data systems.
Initiative 1.2.4	Ensure there are systems in place that are used in daily operations that can track patients from the time they are encountered until they are reunified with their families.
Objective 1.3	Ensure responders have access to video systems capable of coordinating video information to all response partners and capable of transmitting video information to all communication systems.
Initiative 1.3.1	Ensure NCR partners can share necessary and appropriate video information under all circumstances and on a day-to-day basis.

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Goal Two: Enhance Information Sharing and Situational Awareness	
Ensure that NCR partners share the necessary information needed to make informed, accurate, and timely decisions and implement proper actions including sharing timely, accurate information with the public.	
Objective 2.1	Develop, maintain, and utilize common technical standards and business practices to define, secure, and share appropriate situational data with NCR partners and the public.
Initiative 2.1.1	Define situational awareness for each discipline in the NCR.
Initiative 2.1.2	Ensure appropriate, accurate, and timely information is shared with leadership, government and non-government partners, media, and the public using multiple venues.
Initiative 2.1.3	Ensure NCR partners have all necessary information available to make informed decisions and are able to inform the public about those decisions in a timely and appropriate manner.
Objective 2.2	Ensure that all regional fusion centers are able to access, receive, analyze, gather, and share timely and actionable information with local, regional, state, and federal counterparts in a coordinated manner.
Initiative 2.2.1	Ensure all fusion centers utilized by NCR partners share information in secure, standards-based systems, and the analysis products are capable of being extracted in a standard format and are sent to all appropriate NCR partners in a timely manner.
Objective 2.3	Develop and maintain processes, procedures, and tools that allow for the collecting, analyzing, and sharing of appropriate classified and unclassified data with NCR partners.
Initiative 2.3.1	Ensure NCR partners have the systems, processes, and procedures to share appropriate data in real time, under all circumstances, and on a day-to-day basis.
Initiative 2.3.2	Ensure that each local jurisdiction has appropriately cleared staff to access classified data in order to eliminate any restrictions on receiving necessary information due to a lack of security clearances.

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Goal Three: Enhance Critical Infrastructure Protection	
Enhance protection and resilience of critical infrastructure and key resources (CI/KR) in the NCR to reduce their vulnerability to disruption from all-hazards.	
Objective 3.1	Understand and prioritize risks to CI/KR
Initiative 3.1.1	Catalog all CI/KR in the NCR and conduct consequence of loss analysis.
Initiative 3.1.2	Conduct a comprehensive risk analysis of the NCR CI/KR and critical systems.
Initiative 3.1.3	Develop and implement a plan for sharing CI/KR information among public and private entities throughout the NCR.
Objective 3.2	Reduce vulnerabilities and enhance resiliency of CI/KR
Initiative 3.2.1	Develop and implement sector vulnerability reduction plans.
Initiative 3.2.2	Develop and implement a cyber security plan for all NCR critical systems.
Initiative 3.2.3	Conduct a technology feasibility assessment and develop a plan for technology investments for CI/KR.
Objective 3.3	Promote broad participation in CI/KR community outreach and protection programs
Initiative 3.3.1	Develop a community awareness training and education program.
Initiative 3.3.2	Develop a strategy for using CI/KR data to inform law enforcement.
Initiative 3.3.3	Establish a regional business information sharing committee.
Objective 3.4	Monitor critical infrastructure operations and security to promote rapid response
Initiative 3.4.1	Develop and implement a plan for a comprehensive CI/KR monitoring program.
Initiative 3.4.2	Develop and implement a plan that integrates CI/KR monitoring information into response operations.
Objective 3.5	Enhance critical services required during emergencies and disaster recovery
Initiative 3.5.1	Identify key facilities throughout the NCR that require backup critical services.
Initiative 3.5.2	Assess facilities' (identified in 3.5.1) plans for loss of critical services.

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Goal Four- Ensure Development and Maintenance of Core Capabilities	
Develop and maintain the basic building blocks of preparedness to ensure that a NCR-wide baseline of capabilities is established including: Mass Casualty, Healthcare System Surge & Mass Prophylaxis; Mass Care & Evacuation; Community Awareness, Alert & Public Information; Bio-Surveillance/Medical Intelligence; CBRN & EOD Response; Planning, Training, & Exercises.	
Objective 4.1	Increase the Region's capacity to minimize morbidity and mortality by improving medical surge preparedness and response to an all-hazards event.
Initiative 4.1.1	Ensure the NCR's ability to handle mass casualty, medical surge, and mass prophylaxis events by establishing adequate public health assets, including federal assets, capable of handling increased workload during surge operations.
Initiative 4.1.2	Ensure adequacy of mass casualty incident (MCI) supplies, patient transportation, mobile and fixed mass decontamination capabilities, burn and pediatric equipment, and specialty vehicle resources for EMS and hospitals.
Objective 4.2	Improve the Region's capacity to evacuate and provide mass care for the public, including special needs individuals, when impacted by an all-hazards event.
Initiative 4.2.1	Ensure the NCR has the ability to conduct the appropriate evacuations when necessary.
Initiative 4.2.2	Ensure the NCR's ability to provide mass care for the first 72 hours following an incident for the general population, persons with special needs, and persons with special medical needs.
Objective 4.3	Increase public awareness and preparation for emergency events for both the general population and citizens with special needs.
Initiative 4.3.1	Ensure the NCR has the ability to alert and warn the residents, businesses, and visitors using multiple methods including social media.
Initiative 4.3.2	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 (MRCs), and registration in Emergency System for Advance Registration of Volunteer Health Professionals (ESAR-VHP) programs.

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Goal Four cont'd - Ensure Development and Maintenance of Core Capabilities	
Initiative 4.3.3	Strengthen community and workplace preparedness through outreach designed to reach all segments of the NCR population including those with special needs.
Initiative 4.3.4	Ensure the capacity exists to provide post-incident human services and recovery assistance throughout the NCR including case management, emergency housing, behavioral health, spiritual care, and family reunification.
Objective 4.4	Improve bio-surveillance capabilities for the Region.
Initiative 4.4.1	Establish a Regional monitoring and response system that provides central access for health and medical response partners to bio-surveillance, resource tracking, hospital bed availability, alerting, EMS/hospital activity, and other system management tools in a shared but secure environment.
Objective 4.5	Ensure the NCR has region-wide capacity to detect, respond, and recover from Chemical Biological, Radiological, and Nuclear (CBRN) and Explosive Ordnance Device (EOD) events in a timely manner.
Initiative 4.5.1	Enhance the NCR's ability to detect chemical, biological, radiological, and other types of contamination.
Initiative 4.5.2	Ensure region-wide access to Type 1 HazMat, bomb response/EOD units, and tactical teams are able to respond in a regionally agreed upon amount of time.
Initiative 4.5.3	Ensure there are adequate mobile and fixed mass decontamination capabilities for patient decontamination, movement, and family reunification according to national standard recommendations.
Initiative 4.5.4	Ensure the NCR's ability to respond to specialized incidents, such as hazardous materials, explosives, water rescue, technical rescue, and other emergent threats.
Initiative 4.5.5	Ensure the NCR's ability to clear debris in a timely manner after a disaster event.
Initiative 4.5.6	Ensure all responders in the NCR have access to Personal Protective Equipment (PPE), equipment, and apparatus that match the identified capability needs.

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Goal Four cont'd - Ensure Development and Maintenance of Core Capabilities	
Objective 4.6	Improve capacity to develop and coordinate plans and procedures amongst all NCR partners to support response and recovery from all-hazards events.
Initiative 4.6.1	Ensure that government entities develop plans and identify financial resources in advance to prepare for National Special Security Events such as presidential inaugurations.
Initiative 4.6.2	Ensure regional procedures, memorandums of understanding, and mutual aid agreements are in place to allow for rapid seamless resources sharing and coordination across jurisdictional boundaries.
Initiative 4.6.3	Enhance specific plans for response coordination of health care assets to include mutual aid agreements, modified emergency medical dispatch (EMD) and emergency medical services (EMS) transport protocols, resource allocation, behavioral health support, mass fatality management, and health care facility evacuation.
Initiative 4.6.4	Ensure all health care facilities develop, maintain, and exercise adequate Continuity of Operations Plans.
Initiative 4.6.5	Develop regional protocols to manage monetary and in-kind donations.
Objective 4.7	Ensure the availability and accessibility of region-wide training programs so that a greater percentage of individuals are prepared to respond to an all-hazards event.
Initiative 4.7.1	Ensure the NCR has access to all-hazards training that matches the needs of mission complexity with identified training needs.
Initiative 4.7.2	Design a matrix requiring training for new and emerging threats, as well as refreshers on previous training as appropriate.
Initiative 4.7.3	Develop recommended core provider competencies and minimum training standards for all health care disciplines and provide adequate resources to assist in attaining and maintaining those competencies.

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Goal Four cont'd - Ensure Development and Maintenance of Core Capabilities	
Objective 4.8	Ensure the availability and accessibility of region-wide exercise programs so that a greater percentage of individuals are prepared to respond to an all-hazards event.
Initiative 4.8.1	Incorporate the Homeland Security Exercise and Evaluation Program (HSEEP) fully into the planning process to test the effectiveness of plans and projects and utilizing corrective action and improvement plans to guide future strategic objectives.
Initiative 4.8.2	Conduct a region-wide exercise evaluating preparation for State and National security events.

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Implementing the Strategic Plan: Projects, Funding, and Evaluation

Every year, the NCR undertakes projects that are required to achieve the capabilities identified in the Strategic Plan's goals, objectives, and initiatives. Since the Strategic Plan is not an investment plan these projects, including projects funded through federal homeland security grants, are not contained within the Strategic Plan itself. The Strategic Plan, however, defines the end state capabilities that the Region deems most important and frames the Region's investments over the life of the Plan. Starting in 2010, a work plan will outline proposed projects; this work plan will be forwarded to NCR leadership.

Funding for the projects that build the capabilities identified in the Plan derives from a variety of sources. Federal funds such as the Urban Area Security Initiative (UASI) and the State Homeland Security Grant Program (SHSGP) support project implementation. State and local investments in a range of programs complement and bolster the NCR's homeland security programs. The NCR also draws upon a myriad of federal grant programs, such as public-health related grants from the Centers for Disease Control and Prevention, transit and rail grants under the Transportation Security Administration, and programs under the auspices of the Department of Justice.

While this Plan uses a series of goals, objectives, and initiatives to further its mission, it is important to recognize that the Plan is *not* an operational emergency plan and it does not explain how the Region should respond to any particular emergency. Because emergency response is a local responsibility, each local and state jurisdiction in the NCR has developed its own set of emergency operation plans. The Strategic Plan is not intended to replace these emergency operation plans but instead seeks to provide additional guidance and perspective.

Moreover, the Strategic Plan provides additional guidance by helping to unify state and local efforts in a fiscally-constrained era. State and local governments can use this Plan's framework to plan, resource, and track priority homeland security-related programs and budgets. Further, the Plan explicitly identifies critical concerns with respect to the coordination of planning and response for National Special Security Events such as the presidential inauguration and the G-20 Summit.

The NCR is dedicated to continuous improvement and to implementing the commitments made in this Plan. The Region formulated the goals to reflect the results it seeks to achieve over the next three to five years. The NCR will report on its progress on the Plan using milestones and appropriate metrics, which will be documented in a separate performance measurement plan. In addition, the NCR will review its objectives and initiatives annually and adjust them to take into account accomplishments of the Region, lessons learned, new information on best practices, and changes in the risks facing the Region. The goals will be reassessed in three years and adjusted as needed.

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Conclusion

The Strategic Plan defines the NCR's priorities and provides a framework to establish the capabilities necessary to meet the various homeland security challenges. This Plan will guide the Region over the next three to five years. This document will require periodic updates and revisions in order to remain relevant. NCR leadership is committed to effective oversight of the Plan and for revising it as needed.

Copies of this Plan are available at the www.ncrhomelandsecurity.org website. For more information about this Plan please contact COG staff at:

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[1] The terms "NCR" and the "Region" are synonymous with the National Capital Region in this document. "The NCR consists of 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." (10 U.S.C., §2674(f)(2)(2009)).

[2] Federal Emergency Management Agency (FEMA), *National Capital Region – Office of National Capital Region Coordination*, http://www.fema.gov/about/offices/ncr/content_multi_image_0019.shtm (last visited April 27, 2010).

[3] Id.

[4] Id.

[5] Id.

[6] Id.

[7] U.S. Department of State, *Diplomacy in Action*, http://www.state.gov/s/cpr/rls/index.htm (last visited April 27, 2010).

[8] Additional information on each NCR leadership bodies and organizations is outlined in the Appendix section.