HOMELAND SECURITY EXECUTIVE COMMITTEE REGIONAL GUIDANCE

The Regional Guidance informs jurisdictional decision-makers on the region's threats, response capabilities, and priorities to ensure state and local planning, spending, and action from a regional perspective.

REGIONAL GUIDANCE OVERVIEW

### THE HOMELAND SECURITY EXECUTIVE COMMITTEE (HSEC):

- HSEC exists to help jurisdictions anticipate and prepare for situations that require regional coordination and response. Its members are charged with establishing a shared perspective across local, state, and federal decision-makers on the risks and unmet security needs of the region. The intent of regional alignment is to set direction, collect information on threats and opportunities, assess gaps, and determine how to focus resources to address risks.

- The HSEC is responsible for increasing regional interoperability, demonstrating leadership, considering all solutions to address regional gaps, leveraging local assets to promote cost sharing/ savings, and building regional capacity.

THE REGIONAL GUIDANCE:

The purpose of this regional guidance is to:

- Communicate regional homeland security priorities in a way that influences local, state, and federal planning, spending, and action.

- Inform jurisdictional decision-makers of the region's threats, capabilities, and priorities to ensure a regional perspective is considered during state and local budget planning, programmatic design, and project execution.

- Highlight the importance of fostering collaboration, building trusted relationships, and investing in regional priorities at the state and local level.
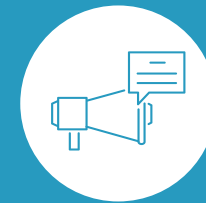
CALL TO ACTION:

- Appointed and elected officials in the National Capital Region (NCR):
  - » Consider a regional perspective and the regional priorities outlined in the Regional Guidance during your individual budget planning cycles.

- Discipline chiefs, department leaders, and subject matter experts:
  - » Incorporate regional priorities into your strategy and work plan development. Contribute to the development of programmatic solutions for addressing regional gaps, developing capabilities, and building capacity.

- The homeland security and public safety community in the NCR:
  - » The Urban Area Security Initiative (UASI) grant is not a sustainable or sufficient method of resourcing regional initiatives and addressing regional priorities.
  - » The majority of the homeland security and public safety initiatives are provided by local and state governments, with supplemental federal funding. Therefore, it is critical that a collective regional perspective is maintained at the state, local, and federal levels.

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The NCR relies on a complex, overlapping web of jurisdictions, authorities, statutes, and administrative protocols to administer the region's affairs.
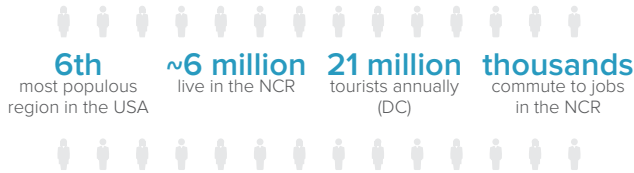
DEFINITION OF REGIONALISM

Regionalism: The expression of a common sense of identity and purpose combined with the creation and implementation of institutions that express a particular identity and shape collective action within a geographical region.

PROFILE OF THE NATIONAL CAPITAL REGION

The NCR's concentration of residents, tourists, jurisdictions, authorities, critical infrastructure, wealth, cultural touchstones, and commercial facilities is unlike any other region in the United States. The NCR encompasses the District of Columbia and twenty-one metropolitan Washington local jurisdictions in Virginia and Maryland.

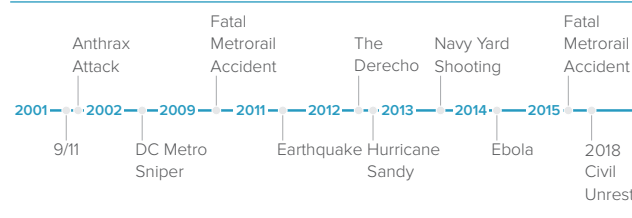### NATIONAL CAPITAL REGION SNAPSHOT

6th
most populous region in the USA

~6 million
live in the NCR

21 million
tourists annually (DC)

thousands
commute to jobs in the NCR

THE NCR IS HOME TO...

- **270** federal agencies
- **35+** colleges and universities
- **300+** museums and historic sites
- **2nd** busiest heavy rail system in USA
- **170** embassies
- **3** major airports
- **20+** military bases
- **91** stations in Metrorail system

In a regional system, each sovereign jurisdiction must coordinate, share information, and allocate resources when needed during mutual aid events that require situational awareness.

RECENT EVENTS IN THE NATIONAL CAPITAL REGION

The NCR has endured numerous natural and man-made crises in recent years that led to extensive examinations of and changes to the NCR's preparedness, priorities, and overall coordination.

	Anthrax Attack		Fatal Metrorail Accident		The Derecho	Navy Yard Shooting		Fatal Metrorail Accident
2001	2002	2009	2011	2012	2013	2014	2015	
9/11	DC Metro Sniper			Earthquake	Hurricane Sandy		Ebola	2018 Civil Unrest

All NCR stakeholders continue their commitment to learn from each emergency and work regionally to emulate key successes and correct critical failures.

CURRENT REGION'S RISK PROFILE

The NCR possesses a distinct risk profile that reflects the region's unique operating environment. In addition to bearing risks associated with any large American population and commercial center, the NCR carries substantial symbolic importance as the physical hub of American political and military power, making the region a particularly attractive terrorist target.

- The region frequently hosts National Special Security Events (NSSEs).
- The NCR is home to a multitude of irreplaceable historical artifacts and cultural touchstones.
- Mass transit systems make the NCR highly vulnerable to terrorism and other threats, including aging infrastructure.
- The NCR has a high concentration of military and intelligence facilities.
- In addition to diffuse political leadership, the NCR's electrical, water, communications, and transportation systems are owned, operated, and maintained by multiple stakeholders.

CURRENT THREATS

- **Terrorism** threats remain as high as ever since 9/11.
- **Changing weather patterns and natural disasters.** Rising water levels and increasingly intense summer heat and winter cold could threaten the lives of the NCR's vulnerable residents while straining and damaging critical infrastructure.
- **Cybersecurity.** NCR stakeholders' reliance on Internet-connected systems and equipment poses major, long-term risk to the security and reliability of critical NCR infrastructure.
- **Civil unrest** around the country including protests, acts of violence, and other disturbances.
- **Street gangs and other organized crime**, often affiliated with drug and human trafficking.

WHAT'S AT STAKE?

The case for regional preparedness is clear in light of our ever-changing threat and hazard profile. The NCR's Homeland Security and Public Safety community needs to remain vigilant and continue to look for ways to build, maintain, and strengthen coordination and cooperation across the region to be on call at a moment's notice.

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In 2017, the HSEC identified three regional priorities and engaged with the region's subject matter experts to leverage their proposals, ideas, and expertise to develop programmatic solutions, leveraging all available resources, to close gaps, build capabilities, and mitigate risks.

COMPLEX COORDINATED ATTACKS (CCA)

PRIORITY

By 2020, improve the region's ability to:

- Rapidly neutralize incident-related threats to reduce casualties and limit fatalities.
- Investigate and adjudicate additional threats to prevent cascading events.
- Manage crime scenes, witnesses, and victims.
- Manage the response of and recovery to a CCA in a safe and effective manner.
- Return the community to normalcy as early as possible.

STATUS OF CCA PRIORITY:

- In 2018, the CCA Working Group codified a charter to outline the purpose and mission of the group, set membership, and clearly define responsibilities.
- The CCA Working Group's fiscal year (FY) 2016 and 2017 UASI allocations supports 20 regional projects; eight of which have been completed.
  - o The intent of the project is to increase preparedness efforts throughout the NCR by procuring the necessary equipment to respond to an incident and improve planning and training efforts.
- The CCA Working Group developed a multi-year work plan using the goals and objects set forth by the HSEC and Advisory Council.
- Coordination is ongoing between the CCA Working Group and Complex Coordinated Terrorist Attack (CCTA) grant recipients to inform current CCA preparedness and planning status throughout the region.
- A comprehensive repository of previous domestic and international CCA incidents has been developed.
- Refinement of the CCA Working Group's multi-year work plan is anticipated for 2019 to prioritize objectives.

INTEROPERABILITY

PRIORITY

By 2020, enhance the region's interoperability to promote preparedness, responsiveness, and increase the safety of our communities by seamlessly sharing data, communications, information, and resources across jurisdiction and discipline boundaries and practicing collaborative decision-making.

STATUS OF INTEROPERABILITY PRIORITY:

- In 2018, the Interoperable Communications Regional Programmatic Working Group (IC RPWG), developed a charter to codify the purpose and mission of the group, set membership, and clearly outline responsibilities.
  - o IC RPWG membership includes stakeholders from all disciplines within the public safety environment.
- The IC RPWG refined a multi-year work plan using the goals and objectives set forth by the HSEC and the Advisory Council.
  - o The IC RPWG established a timeline for accomplishing the goals and objectives detailed in the IC RPWG work plan.
- Representatives from the IC RPWG were provided for the newly developed Situational Awareness Working Group and Cyber Working Group. The IC RPWG will provide input and support to both working groups as needed.
- The IC RPWG coordinated with the Public Safety Communications Subcommittee (PSCS) to support the development of the NCR Regional Land Mobile Radio (LMR) Interoperable Encryption Plan.
- The IC RPWG developed a Radio Cache Strategy recommendation to inform the region's investment in the radio cache program.

PROGRAMMATIC APPROACH TO REGIONAL EXERCISES

PRIORITY

By 2020, improve the region's state of preparedness through alignment with the capabilities identified for the region to address our risks. An NCR Regional Exercise is defined as multiple jurisdictions, disciplines, and/or partners participating in an exercise to evaluate/test the core response capabilities established for the region.

STATUS OF PROGRAMMATIC APPROACH TO REGIONAL EXERCISES PRIORITY:

- In 2018, under the newly established NCR Preparedness System, the Emergency Managers Committee approved the regional programmatic approach to exercises. The approach employs a "building block" style of exercising capabilities utilizing the following schedule:
  - o Year 1: Conduct a capability-specific jurisdictional exercise.
  - o Year 2: Conduct a sub-regional—consisting of two or more jurisdictions from one of the sub-regions—exercise that builds upon the Year 1 exercise.
  - o Year 3: Conduct a regional—consisting of two or more jurisdictions from more than one sub-region—exercise that builds upon the Year 2 exercise.
- The NCR Preparedness System will apply a similar approach to regional emergency planning and training.
- The NCR Preparedness System brings together disparate local planning, training, and exercise activities into one regional planning, training, and exercise cycle. The planning, training, and exercise components will be staggered to ensure that as the planning cycle is completed locally, the training and exercise cycles begin. This cycle will then be followed by the sub-regional and regional components.

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Through a data analysis and distillation process, the HSEC identified three regional priorities for 2018 (in addition to the ongoing priorities from the previous year).

INTELLIGENCE, INFORMATION SHARING, AND SITUATIONAL ASSESSMENT

PRIORITY STATEMENT

Over the next three years, the region is committed to supporting:

The collection, analysis, and dissemination of timely information and/or actionable intelligence to inform decision-makers within local, state, and federal governments, and the private sector of any hazard, potential cascading effects, and the status of response and recovery.

FUTURE OUTCOMES

Within three years, the region will have:

- A 24/7 capability to provide decision-makers with situational status and resource status relevant to regional emergency operations.
- Timely, analytical information that notifies the appropriate stake-holders of potential events and/or threats.
- A mechanism to provide appropriate regional stakeholders with real-time threat awareness regarding potential impacts to residents, infrastructure, and governments.
- Developed and implemented agreed-upon standards for the coordinated sharing of information (both raw and analyzed) with the appropriate stakeholders.
- Increased the effectiveness of intelligence, information sharing, and situational assessment tools and programs.

STATUS OF INTELLIGENCE, INFORMATION SHARING, AND SITUATIONAL ASSESSMENT PRIORITY:

- Two complimentary efforts are underway to achieve progress toward this priority: the Situational Awareness Working Group and Fusion Center Working Group.
- The HSEC's Advisory Council chartered the Situational Awareness Working Group; the group held their first meeting in August 2018.
- The HSEC chartered the Fusion Center Working Group; the group held their first meeting in October 2018.

CYBERSECURITY

PRIORITY STATEMENT

Over the next three years, the region is committed to supporting:

The adoption and implementation of an NCR-wide cybersecurity framework by local governments and partners, utilizing the National Institute of Standards and Technology (NIST) guidelines to support ongoing investments in cybersecurity aware-ness, protection, response, and mitigation measures and tools.

FUTURE OUTCOMES

Within three years, the region will have:

- A commonly applied cybersecurity capability to support regional goals and priorities associated with interoperability, data exchange, information and intelligence sharing, shared services opportunities, situational awareness, and other capabilities that leverage information technology.
- Appropriate policies and agreements for the protection of physical operational technology.
- A single point of contact within each jurisdiction identified to address cyber security.
- Developed and maintained a regional inventory of critical systems, cybersecurity systems and resources (including personnel), and relationships between subject matter experts across the NCR.
- A comprehensive regional approach that addresses contingencies, continuity of operations, consequence management, and cascading interdependencies related to critical infrastructure, systems, and essential services, both governmental and private.

STATUS OF CYBERSECURITY PRIORITY:

The HSEC's Advisory Council chartered a Cyber Working Group to more broadly define challenges and recommend solutions to the Advisory Council regarding use of the FY 2018 UASI $1.5 million allocation. The group's first meeting is anticipated in early 2019.

OPERATIONAL COORDINATION

PRIORITY STATEMENT

Over the next three years, the region is committed to supporting:

The effective coordination of operational capabilities.

FUTURE OUTCOMES

Within three years, the region will have (or will):

- Increased response operations capacity and capability through leveraging assets, such as funding sources and resources.
- Plan, train, equip, and exercise collaboratively to ensure the interoperability of tactical capabilities across all disciplines and jurisdictions (i.e., during a large-scale mass event).
- A collective understanding of all roles and responsibilities for regional response operations.
- An agreed-upon communications strategy for communication redundancy and interoperability.
- Developed the capability to effectively transmit, maintain, secure, and leverage large amounts of data.
- All NCR partners can apply incident command system (ICS) and unified command (UC) concepts appropriate for their position.

STATUS OF OPERATIONAL COORDINATION PRIORITY:

While there are several projects that address operational coordination, the HSEC and its Advisory Council are still developing initiatives that directly address this priority.
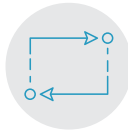
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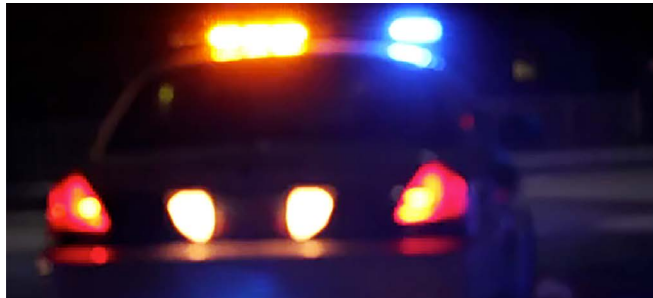
The heart of regional preparedness is in individual jurisdictions making planning and budget decisions that address regional risks and unmet needs.

2017 - 2020 PRIORITIES

- Complex coordinated attack (CCA)
- Interoperability
- Programmatic approach to regional exercises

2018 - 2021 PRIORITIES

- Intelligence, information sharing, and situational assessment
- Cybersecurity
- Operational coordination

ONGOING PRIORITY: LEADERSHIP DEVELOPMENT

- The HSEC commits to cultivating the next generation of leaders, as an ongoing regional priority, through leadership development training, succession planning, and the institutionalization of regionalism.

2019 REGIONAL PRIORITY DEVELOPMENT PROCESS

Data Analysis and Distillation Process

Staff at the Metropolitan Washington Council of Governments (COG) compiled data on all regional efforts related to 2018 Regional Guidance priorities and provided a status report to the HSEC's Advisory Council.

Recommendation Development

The HSEC's Advisory Council reviewed the current status of regional priorities, assessed gaps in implementation, and provided a recommendation to the HSEC.

Priority Selection

The HSEC reviewed, discussed, and approved the Advisory Council's recommendation to continue work on previously-identified priorities and added emphasis on regional leadership training as an ongoing priority.

Capability Development

The HSEC will identify a deployment strategy for regional leadership training, with an implementation target of 2019. Concurrently, the HSEC's Advisory Council will assign as-yet-unassigned priorities to the most appropriate subject matter expert group(s) to facilitate tracking of priority progress.

THE HSEC ACKNOWLEDGES:

INTERDEPENDENT PRIORITIES

Most of the identified priorities from both 2017 and 2018 are interdependent and cross-cutting. The HSEC and Advisory Council will leverage the subject matter expertise of homeland security and public safety community through existing and new working groups to develop impactful solutions in service of addressing as many regional priorities as possible.

POETE ELEMENTS

Planning, organizing, equipping, training, and exercises (POETE) are critical and foundational components to mitigating gaps and achieving the future outcomes. As such, the POETE continuum elements are a significant component within the operationalization of each of the priorities.