

# 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.

STAKE AND PROFILE

2017 ONGOING PRIORITIES

2018 PRIORITIES

REGIONAL GUIDANCE

## REGIONAL GUIDANCE OVERVIEW



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

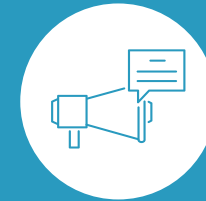
- The Homeland Security Executive Committee (HSEC) exists to help jurisdictions anticipate and prepare for situations that require regional coordination and response. Its members are charged with establishing a shared perspective across local, state, and federal decision-makers on the risks and unmet 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, response capabilities, and priorities to ensure a regional perspective is considered during state and local budget planning.
- Highlight the importance of fostering collaboration, building trusted relationships, and investing in regional preparedness and response at the state and local level.



### CALL TO ACTION:

- Appointed and elected officials in the 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 National Capital Region (NCR):
  - » The 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 National Capital Region (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 National Capital Region's (NCR) 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



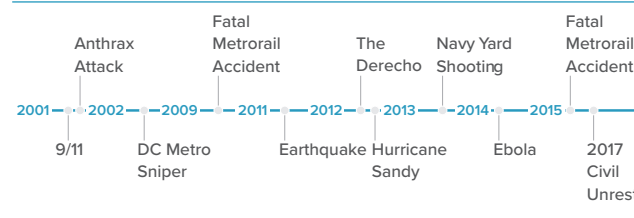
### THE NCR IS HOME TO...

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



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.

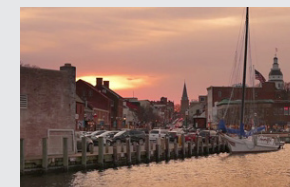
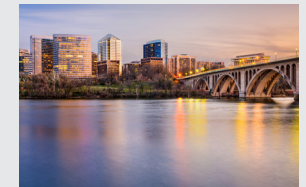
- The region frequently hosts National Special Security Events (NSSEs).
- The NCR is home to a multitude of irreplaceable historical artifacts and cultural touchstones.
- Mass transit systems make the NCR highly vulnerable to terrorism and other threats, including aging infrastructure.
- The NCR has 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 remains 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)



**CCA Working Group:** Develops and implements strategies that address regional CCA goals and objectives and that assist with identifying and closing capability gaps at the local level. One focus is to implement regional solutions in order for first responders to:

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

#### STATUS OF CCA PRIORITY:

- Developed and completed a review of NCR and jurisdictional CCA initiatives.
- Submitted a regional application for the CCTA grant opportunity.
- Identified projects for completion with FY2016 and FY2017 funds.
- Outlined an approach for delivery of jurisdictional workshops.
- Drafted a summary of resources for a proposed 2019 full-scale exercise.

### INTEROPERABILITY

**Interoperable Communications Regional Programmatic Working Group (IC RPWG):** The group's vision is for the region's interoperability partners to enhance preparedness, responsiveness, and 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:

- The IC RPWG expanded its membership to include NCR jurisdictional stakeholders representing the emergency management, police, fire, information technology, unified communications, security, and emergency response fields.
- Working with jurisdictions and stakeholders to fully integrate the Inter Radio Frequency Subsystem Interface (ISSI) technology and provide regional capacity.
- Developed an ISSI executive summary and technical summary to provide more information and transparency to regional partners around the use and deployment of ISSI.
- Developed a draft regional closed-circuit television (CCTV) sharing standard operating procedures document.
- Working closely with the 911 Directors' Committee on the implementation and information sharing surrounding Emergency Services IP networks (ESInets) and converged systems across the NCR.

### PROGRAMMATIC APPROACH TO REGIONAL EXERCISES



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:

- The exercise and training officers reviewed and provide edits to the Programmatic Approach to Regional Exercises overview document.
- The edits were presented to the Emergency Managers Committee in September.
- As a next step, the Chairs of the Exercise and Training Officer Subcommittee and Emergency Managers will be meeting to further Discuss the edits to the approach.
- Regional exercises will be critical to assessing and testing the region's core capabilities, as well as all identified HSEC priorities.

## 2018 REGIONAL PRIORITY DEVELOPMENT PROCESS

In 2017, The HSEC charged the HSEC Advisory Council with gathering and distilling regional and sub-regional data to assess the region's current capabilities and inform priorities moving forward.



### Data Analysis and Distillation Process

A Regional Planning Guidance (RPG) working group reviewed an integrated gap log that was then organized by regional core capabilities.



### Capability Future State Development

The working group further distilled the gaps into statements defining future state aspirations within each capability category, informed by discipline-specific priorities.



### Recommendation Development

The Advisory Council recommended priorities that were cross disciplinary and/or had an associated near-term outcome to mitigate the gap.



### Priority Selection

The HSEC, Advisory Council, and RPG working group met for a joint working session to discuss and validate the recommended priorities. The group collectively identified three additional priorities for inclusion in the 2018 Regional Planning Guidance.

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Through the 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 stakeholders 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.

## CYBERSECURITY

### PRIORITY STATEMENT

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

The adoption and implementation of a National Capital Region (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 awareness, protection, response, and mitigation measures and tools.

### FUTURE OUTCOMES

Within three years, the region will have:

- 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.
- A developed and maintained 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.



## OPERATIONAL COORDINATION

### PRIORITY STATEMENT

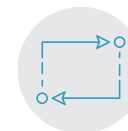
Over the next three years, the region is committed to supporting:

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 National Capital Region (NCR) partners can apply incident command system (ICS) and unified command (UC) concepts appropriate for their position.



## THE HSEC ACKNOWLEDGES:

### INTERDEPENDENT PRIORITIES

Most of the identified priorities from both 2017 and 2018 are interdependent and cross-cutting. The HSEC and HSEC 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.

### REGIONAL LEADERSHIP

Beyond the data driven capability based priorities, there are additional focus areas that require regional investment and commitment to ensure success. Most importantly, the region must commit to cultivating the next generation of leaders through leadership development, succession planning, and institutionalizing regionalism.

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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.

## CALL TO ACTION



- As a critical member of the National Capital Region, regionalism begins when jurisdictional leaders make local decisions that positively impact regional capabilities.
- Be a leader in your community. Set an example of leading in your jurisdiction with a regional perspective.
- The Regional Planning Guidance was developed through an annual process that includes all of your subject matter experts. When it comes time to make decisions, include your regional perspective. Think about what impact your decision has on the rest of the NCR.
- Prepare for the future. Continue to identify regional needs and innovate solutions.
- Invest in the leaders of tomorrow. Help to prepare those who will come behind you and on whom the region will rely in the years to come.
- Finally, the UASI grant cannot be the solution to addressing all of our regional gaps. Join in developing solutions outside of UASI.

## HOW TO ENGAGE



- The HSEC brings together active and engaged leaders from across the region to collect the best ideas and insights.
  - » As a regional stakeholder, the HSEC's success depends on your thoughtful and active engagement.
- Our regional experts engage with their discipline, Regional Emergency Support Functions, and jurisdictions to identify unmet needs and emerging threats and develop effective solutions to address them.
  - » As regional leaders, support and encourage your subject matter experts to participate and contribute to regional initiatives.
- The HSEC and HSEC Advisory Council convene to identify regional priorities, develop solutions, and determine resourcing.
  - » Join HSEC meetings to contribute your expertise and help with regional decision making.

## WHAT'S NEXT



- With regional priorities identified, the HSEC and HSEC Advisory Council will continue to engage with the NCR's homeland security and public safety community to:
  - » Solicit ideas and subject matter expertise
  - » Identify solutions to close gaps
  - » Develop capabilities and build capacity
- Regional committees will also use the identified regional priorities to guide their own priority discussions.
- The HSEC will continue to engage with you and your subject matter experts throughout this process.

Image Source: <https://www.fema.gov/region-iii-dc-de-md-pa-va-wv>