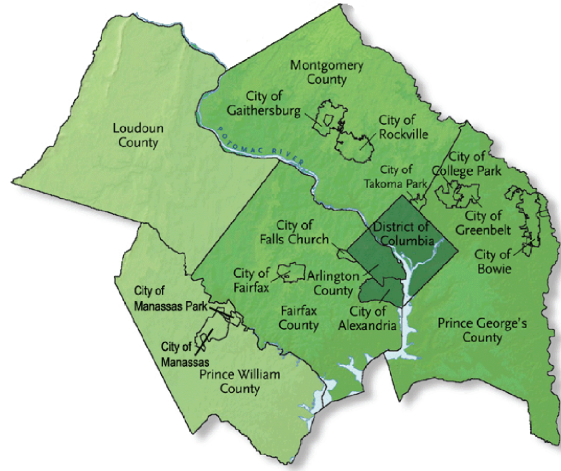


## NCR Partners

The NCR's homeland security partners consist of local, state, regional and federal entities, citizen community groups, private sector, nonprofit organizations, and non-governmental organizations, including:

- ◆ Chief Administrative Officers
- ◆ Greater Washington Board of Trade
- ◆ Joint Federal Committee
- ◆ U.S. Department of Defense Joint Force Headquarters National Capital Region
- ◆ Governor's Office of Homeland Security, Maryland
- ◆ Metropolitan Washington Council of Governments
- ◆ Regional Emergency Preparedness Council
- ◆ Regional Emergency Support Functions
- ◆ Regional Program Working Groups
- ◆ Senior Policy Group
- ◆ The Nonprofit Roundtable of Greater Washington
- ◆ Office of Commonwealth Preparedness, Virginia
- ◆ Office of the Deputy Mayor for Public Safety and Justice, District of Columbia
- ◆ U.S. Department of Homeland Security's Office of National Capital Region Coordination
- ◆ Washington, D.C. Convention and Tourism Corporation



### About the National Capital Region

The NCR encompasses the District of Columbia and parts of Maryland and Virginia, including the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park and the counties of Arlington, Fairfax, Loudoun and Prince William in Virginia and the counties of Montgomery and Prince George's in Maryland, which include the municipalities of Bowie, College Park, Gaithersburg, Greenbelt, Rockville, and Takoma Park.



A publication of the National Capital Region Homeland Security Partners, 8/2006.

To learn more about the Strategic Plan, call the Metropolitan Washington Council of Governments at 202-962-3214, TTY 711, or visit [www.mwcog.org](http://www.mwcog.org). To request this information in an alternate format, call 202-962-3300, TTY 711.

## Purpose of the Plan

The National Capital Region's *Homeland Security Strategic Plan* is a long-term, unified effort to improve "all-hazards" preparedness across the region, and this brochure summarizes the full plan.

This strategic plan lays out our region-wide strategy for strengthening our capabilities across all phases of preparedness (prevention, protection, response, and recovery) to manage homeland security risks. It sets our course and provides a strategic approach for planning and decision-making.

The "all-hazards" approach to preparedness means we need to weigh the likelihood and consequences of a broad array of threats. These include, but are not limited to: extremes in weather, industrial hazards, viral pathogens, and of course, terrorism that can take many forms.

*This strategic plan is not an operational emergency plan.* It does not explain how the region should respond to any particular emergency.

Because emergency response is a local responsibility — as recognized by the *National Response Plan*, which explains how the federal government coordinates with state and local governments during emergencies — each local jurisdiction has developed its own emergency operations plan that also defines how they interoperate with and support adjoining jurisdictions throughout the region.

These operations plans prescribe how the jurisdictions in the region will respond to any disaster today; the strategic plan establishes the path for improving future response and working together on recovery, prevention, and protection.



## National Capital Region Homeland Security Strategic Plan 2007-2009

## Why is a Plan Needed?

A direct terrorist attack or natural disaster within the NCR could produce catastrophic losses in terms of human casualties and political and economic damage, in addition to profound damage to public morale and confidence.

The NCR faces unique homeland security preparedness challenges because the nation's capital and the center of our federal government reside within its boundaries. In addition to serving as the home of over 4.5 million residents and the workplace of over 340,000 federal workers, an average of 20 million tourists visit the NCR each year. The NCR is the epicenter of all three branches of federal government, 231 federal departments and agencies, two states, District of Columbia, 17 local governments, and over 2,100 political, social, and humanitarian nonprofit organizations. It is the home to monuments and icons of American life, history, and politics — including some of the most important symbols of national political power and democratic heritage.

The NCR is the fourth largest U.S. metropolitan area in terms of population and gross regional product, as well as the home to more than 40 colleges and universities and a large number of companies.

Because the NCR is a collection of sovereign jurisdictions, including cities, counties, states, and the District of Columbia, any resources and authority that the NCR has to act collectively is based on multiple jurisdictions arriving at specific terms of agreement before and during an emergency via mutual consensus. This is accomplished through mechanisms such as mutual aid agreements, memorandums of understanding, and multiple forums of deliberation.

## Vision, Mission & Goals

The strategic plan contains three key elements: a vision, which is the ideal end-state we anticipate the plan will enable us to achieve; a mission, which is the fundamental purpose the NCR partners are committed to carrying out; goals, which are broadly stated long-term outcomes that, if reached, collectively enable the NCR to realize its vision. The plan also contains objectives which are key, measurable milestones along the path toward reaching each goal.

### Vision

The strategic plan envisions *“a safe and secure National Capital Region”* and commits the NCR partners and all regional jurisdictions to *work together* to reach it.

### Mission

As representatives of our jurisdictions and other organizations, and as stewards of the region's safety and security, it is our responsibility to *“build and sustain an integrated effort to prepare for, prevent, protect against, respond to, and recover from ‘all-hazards’ threats or events.”* This is the mission of our strategic plan that empowers us to accomplish our objectives, reach our goals, and eventually realize our vision.

### Goals

- ♦ **Collaborative Planning and Decision Making.** The NCR partners agree that a collaborative planning and decision-making culture is critical to the success of the plan. Specifically, this goal aims to improve our regional planning process.
- ♦ **Informed, Engaged and Prepared Community.** This goal focuses on ensuring that persons and organizations across the NCR have the information at their disposal to ensure their own safety and security.
- ♦ **Enduring Capability to Protect and Prevent.** This goal addresses the threats and reduces vulnerabilities for which the region needs to prepare.
- ♦ **Sustained Capacity to Respond and Recover.** This goal is to build regional capabilities to speed the restoration of normal services, levels of security, and economic activity should an attack occur.

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*“Large scale events — whether natural or terrorist engineered — respect no boundaries. The terrorist attacks of September 11, 2001 and the potential for other catastrophic events testify to the need for regional collaboration across all phases of preparedness.”*

Gerald E. Connolly

Fairfax County Chairman and Chair of the NCR Emergency Preparedness Council

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## Implementing the Plan

Implementing the plan will be a complex process that involves all of the NCR's partners — including the government, private, and civic sectors. The NCR needs tangible programs and projects that are aligned with the strategic plan. The region must allocate resources and find additional sources of funding to support these programs, and must put into place oversight and accountability structures and processes.

For each objective, the plan also contains initiatives—or groupings of related programs and projects, any or all of which may be funded and implemented at the same time. Overall, the strategic plan contains 30 initiatives. Each initiative includes a general description, key tasks and milestones, anticipated outcomes, identification of the accountable group, and performance measures.

### Funding

As part of the plan's 30 initiatives, specific programs and projects will be funded through a variety of funding sources, including federal grants channeled through state and municipal authorities, and local funding. Precise cost figures are difficult to obtain until the supporting programs and projects are more fully developed.

### Measuring Performance

The *Strategic Plan* includes measures to gauge the region's performance on reaching its goals and tracking performance.

### Managing Implementation

To succeed, an effective long-term strategic plan for homeland security among the NCR's homeland security partners must rely heavily on inclusiveness, transparency, and consensus, as well as a collaborative planning culture and process. Working together, we can have a safe and secure National Capital Region.