



# NATIONAL CAPITAL REGION HOMELAND SECURITY STRATEGIC PLAN

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WASHINGTON, DC

*Draft Version incorporating Management Review [MR] Edits and Comments*

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### Goal One: Ensure Interoperable Communications Capabilities

Ensure response partners have the ability to transmit and receive voice, data, and video communications.

To date, the NCR and the states and localities it encompasses have dramatically invested in improving voice, data, and video communications. The Region must continue working to ensure that gaps are filled and technology is maintained and updated so that interoperable communications capabilities are improved for all response partners, including emergency managers, health, law enforcement, fire, and EMS personnel.

**Objective 1.1: Ensure response partners can communicate by voice in all environments and on a day-to-day basis.**

Initiative 1.1.1: Achieve Level 6 interoperability throughout the local jurisdictions in the NCR.

**Comment [MR1]:** Plan needs to address wide area capability and encryption.

**Objective 1.2: Ensure response partners can communicate and share necessary, appropriate data in all environments and on a day-to-day basis.**

Initiative 1.2.1: Develop and maintain secure data communications governed by common standards and operating procedures.

Initiative 1.2.2 Achieve seamless data sharing between Fire CAD systems within the NCR to fully support inter-jurisdictional response and operational requirements.

**Initiative 1.2.3: Share Geographic Information System (GIS) data between jurisdictions through a clearinghouse and other related data systems.**

**Comment [MR2]:** Each jurisdiction maintains its own interoperable GIS data that is provided to the rest of the NCR through the clearinghouse. Jurisdictions will be able to retrieve and view data in its own unique tool or platform.

**Objective 1.3: Ensure response partners can communicate and share necessary, appropriate video information in all environments and on a day-to-day basis.**

Initiative 1.3.1: Increase access to video systems capable of transmitting and receiving video information to and from NCR response partners.

**Goal Two: Enhance Information Sharing and Situational Awareness**

Ensure NCR partners share the information needed to make informed and timely decisions; take appropriate actions; and communicate accurate, timely information with the public.

As demonstrated by the 2009 presidential inauguration and the outbreak of the H1N1 virus, the NCR partners have enhanced the sharing of key tactical information, built better situational awareness, and improved the communication of key information to the public. NCR partners should have access to good, timely, tactical information from law enforcement and intelligence agencies and other relevant disciplines at the federal, state, and local level. Situational awareness allows all of these partners to work at the same time, with the same information integrated from multiple sources. With a more timely and complete picture of the situation at hand, local and state officials can better safeguard the public. Similarly, citizens depend on timely, accurate information to protect their well-being. Goal Two recognizes the importance of information sharing, situational awareness, and sharing information with the public. This goal reflects the NCR’s continued commitment to further strengthen all three areas.

***Objective 2.1 Ensure the public has all information necessary to make appropriate decisions and take protective actions.***

Initiative 2.1.1: 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.

**Comment [MR3]:** Either revise this section to cross-reference with 4.3.1, or consolidate the two initiatives into one initiative under 2.1.1.

***Objective 2.2: Provide accurate and timely information to appropriate decision makers by establishing the most-effective system for gathering, analyzing, and delivering information.***

Initiative 2.2.1: Establish a regional common operating picture that provides all NCR partners the ability to consolidate relevant information from numerous data sources; the ability to quickly and easily manage data; and the ability to quickly compile and disseminate reports, alerts, and other information to emergency managers and decision-makers.

Or

Establish a regional, operationalized system of situational awareness where the NCR is consistently gathering and analyzing

information and data on a 24/7 basis and translating that it into reporting timely and accurate information to appropriate decision-makers.

***Objective 2.3: Improve the NCR’s ability to collect, analyze, share, and integrate intelligence and law enforcement information so that NCR partners receive appropriate information.***

Initiative 2.3.1: The NCR fusion centers will ensure that accurate information is shared in a timely manner and produce relevant and standardized analytical products to meet the tactical and strategic needs of all NCR stakeholders. This will be conducted in an effort to protect the region’s citizens and critical infrastructure and will be accomplished by providing briefings to executive level decision makers, and increasing the number of joint products by working closely with NCR regional programmatic working groups and per the request of NCR stakeholders/partners.

Initiative 2.3.2: Provide Law enforcement and fusion center staff with the knowledge, skills, and abilities to effectively use the tools and systems provided to them, with the goal of achieving coordinated awareness of, prevention of, protection against, and response to all hazards.

**Goal Three: Enhance Critical Infrastructure Protection**

Enhance the protection and resiliency of critical infrastructure and key resources (CI/KR) in the NCR to reduce their vulnerability to disruption from all-hazards events.

Goal Three represents a strengthened commitment to collaborating regionally and across sectors to increase the resiliency of the critical infrastructure and key resources in the NCR. This goal includes a set of initiatives that represent a comprehensive effort to be implemented by the private and public sectors. The majority of the critical infrastructure in the Region is owned and operated by the private sector. Because critical infrastructure and key resources provide water, power, and transportation that are essential on a daily basis as well as during a crisis, the public and private sectors must work closely to ensure their security before, during, and after manmade and natural disasters.

In the next 2-3 years, the CIP RPWG will focus on initiatives that support cyber security and protection and resiliency of critical services such as electric power, water supply, transportation, food, and communications. The working group may need to broaden the scope of sectors based on new and emerging threats and gaps identified in after action reviews of emergencies and large events.

***Objective 3.1: Understand and prioritize risks to CI/KR.***

Initiative 3.1.1: For priority CI/KR assets in the NCR, use risk analysis to identify capabilities and gaps, and conduct consequence-of-loss analysis including vital interdependencies. To the extent possible, use information from existing analyses such as THIRA.

***Objective 3.2: Reduce vulnerabilities and enhance resiliency of CI/KR.***

Initiative 3.2.1: Assess the development and implementation of vulnerability reduction plans and initiatives for priority CI/KR in the NCR. Work with CI/KR owners to update those plans routinely to address evolving

technology and threats.

Initiative 3.2.2: Develop best practices and guidance for cybersecurity plan implementation to reduce vulnerabilities and increase resiliency of critical services in the NCR. To the extent possible facilitate opportunities for regional cyber continuity exercises.

***Objective 3.3: Ensure continuity of critical services<sup>1</sup> required during emergencies and disaster recovery.***

Initiative 3.3.1: Identify key facilities throughout the NCR that require backup critical services, assess their plans for loss of critical services, and identify regional investments to improve continuity.

Initiative 3.3.2: Assess interdependencies of key supply chains; identify investments to improve continuity of supply chains as part of regional recovery planning.

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<sup>1</sup> Critical services are defined as life sustainment services during an emergency and include energy (electric power and gas), water supply, transportation, food, and communications. These are all supplied routinely by the CI/KR sectors. During a disaster, providing critical life sustaining services ensures that government and private health, safety, and emergency services continue, and that plans are in place to compensate for losses among interdependent systems.

## Goal Four: Ensure Development and Maintenance of Regional Core Capabilities

Develop and maintain the basic building blocks of preparedness and response by ensuring the NCR develops a baseline of capabilities including: Mass Casualty, Health Care System Surge, and Mass Prophylaxis; Mass Care and Evacuation; Citizen Participation, Alert, and Public Information; Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection and Response; and Planning, Training, and Exercises.

Goal Four identifies a number of capabilities provided by the states and localities. The NCR has also invested in the enhancement of these core capabilities, resulting in a strong foundation of preparing for, responding to, and recovering from all-hazards incidents. This goal states the NCR’s commitment to ensuring that these capabilities are sustained year to year and are upgraded as needed.

**Objective 4.1: Increase the Region’s capacity for medical surge preparedness and response to an all-hazards event to reduce deaths and injuries.**

Initiative 4.1.1: Ensure hospitals in the NCR have the capacity to provide definitive medical care for patients from an emergency in a coordinated manner with each other and other pre-hospital (i.e., EMS) and post-hospital (i.e., Skilled Nursing, Rehab, etc.) providers.

**Comment [MR4]:** Potentially add an additional initiative to encompass mass-prophylaxis.

Initiative 4.1.2: Establish regional information boards that provide situational awareness to all hospitals, public health agencies, emergency management agencies, and appropriate EMS officials regarding in-patient bed and emergency department availability, patient tracking data, and emergency department diversion status for all hospitals.

**Comment [MR5]:** Consider including non-hospital/alternative health facilities such as urgent care, federal qualified health clinics or other facilities.

Initiative 4.1.3: 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.<sup>2</sup>

<sup>2</sup> This initiative also supports Goal One’s aim of improving data sharing communications in the NCR. See Objective 1.2 on page 7 (*Ensure response partners can communicate and share necessary, appropriate data in all*

**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: 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.

Initiative 4.2.2: Ensure that every NCR shelter has the necessary plans, personnel, equipment, training, supplies and backup power to be self-sustaining for 72 hours at a capacity for 24,000 general population shelterees, 4,000 shelterees with a variety of functional needs, and 1,700 infants and children under age three.

**Objective 4.3: Strengthen individual, community, and workplace preparedness for emergency events through public engagement and citizen participation designed to reach the general population and functional needs citizens in response to and recovery from all-hazards events.**

Initiative 4.3.1: Sustain the NCR’s ability to alert and warn residents, businesses, and visitors using multiple methods including social media.

Initiative 4.3.2: Bolster recruitment, management, and retention of volunteers through Citizen Corps programs such as Community Emergency Response Team (CERT), Fire Corps, Medical Reserve Corps (MRC), and Neighborhood Watch, as well as Volunteer Organizations Active in Disaster (VOAD) member organizations. Initiate preparedness mind-set via a whole-community approach with all partners and stakeholders. Staff and manage Volunteer Reception Centers (VRC) after emergency events. In the case of a large-scale incident that may require the use of spontaneous, unaffiliated volunteers to effectively respond, collaborate with the Medical Reserve Corps (MRC) to enhance efficiency of volunteer registration in Emergency System for Advance Registration of Volunteer Health Professionals (ESAR-VHP) programs.

Initiative 4.3.3: Ensure post-incident human

**Comment [MR6]:** Consider revising the Strategic Plan to either cross-reference Initiative 2.1.1 with Initiative 4.3.1, or by consolidating these two initiatives into one under Initiative 2.1.1.

*environments and on a day-to-day basis*). Projects implementing this initiative should be coordinated with data communication projects so that response partners receive and share information on patient tracking.



services and recovery assistance throughout the NCR including case management, emergency housing, behavioral health, spiritual care, and family reunification.

**Objective 4.4: Ensure the NCR has region-wide capacity to detect, respond, and recover in a timely manner from CBRNE events and other attacks requiring tactical response and technical rescue.**

Initiative 4.4.1: Provide a means of networked radiation detection that will facilitate the detection and monitoring of interstates and secondary roads for the illicit transportation of radiological and nuclear material entering the NCR.

Initiative 4.4.2: 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.

Initiative 4.4.3: Ensure all responders in the NCR have access to Personal Protective Equipment (PPE), Chemical Protective Clothing, equipment, and apparatus that match the identified capability needs.

Initiative 4.4.4: Establish a regional monitoring and response system that provides health and medical response partners with central access to biosurveillance.

Initiative 4.4.5: Enhance the ability of law enforcement to coordinate and respond tactically to current and emerging trends in terrorist attacks, especially those attacks conducted with firearms and IEDs

**Comment [MR7]:** The Fire Chiefs support addressing IMTs as a response component in objective 4.4 and not as training component under objective 4.5. The committee recommends adding an initiative on Long-Term Sustainable Incident Management.

**Comment [MR8]:** Add initiative on Water Operations & Equipment (Swift Water)

**Comment [MR9]:** Consider adding response and sharing information, in addition to detection, to the initiative.

**Comment [MR10]:** Suggested: Develop a separate initiative and outcome that focuses specifically on tactical response. E.g. "Develop and sustain ten advanced tactical teams that are appropriately trained, equipped, and exercised."

**Comment [MR11]:** Complete. Update initiative to include metrics (potentially: syndromic surveillance system components, status of hospital/health system data received). Also update initiative to track the type of biosurveillance the region is conducting.

**Objective 4.5: Improve capacity to develop and coordinate plans among all NCR partners and ensure the availability of region-wide training and exercise programs to strengthen preparedness, response, and recovery efforts from all-hazards events.**

Initiative 4.5.1: Develop and exercise key regional emergency response and recovery plans, including hazard-specific plans, and priority hazard-specific regional annexes.

Initiative 4.5.2: 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.

Initiative 4.5.3: Develop and update a matrix of training and exercises that meet Homeland Security Exercise and Evaluation Program (HSEEP) standards needed to maintain core regional capabilities. This matrix should address Training and Exercise and National Incident Management System (NIMS) strategic documents as well as new and emerging threats and concerns raised in gap analyses and after action reports from events and exercises.

**Comment [MR12]:** Recommended: Adding an initiative to address NIMS compliance efforts.

**Comment [MR13]:** Update initiative to include metrics.