HSEC

Homeland Security
Executive Committee

Operating Procedures and Policies

May 2018

Metropolitan Washington
Council of Governments

Table of Contents

Homeland Security Executive Committee: Overview

Intent of Document

The National Capital Region (NCR) is home to more than six million people, making it the sixth most populous metropolitan area in the United States. Its populations reside in dense urban environments, suburbs, and rural communities. It houses all three branches of government, 271 federal departments and agencies, and more than 340,000 federal employees. The NCR is also home to 190 international embassies and consulates, which means there are 190 different sovereign and international borders that must be respected when an emergency, terrorist event, or other incident occurs.

The HSEC Operating Procedures and Policies have been developed out of the recognition that the NCR is better prepared, stronger, and more unified when working together. The intent of this document is to establish the foundational procedures and policies by which the HSEC and other regional bodies will operate. It is not intended to dictate to the local governments, but rather to provide guidance toward improving regionalism.

The increase in nationwide terrorist attacks and thwarted plots in recent years, coupled with specific calls by foreign terrorist organizations to target the NCR, suggest continued interest and likely perceived opportunity for attacks in the NCR. In addition to its unique concentration of government facilities, the NCR's national memorials; landmarks; sporting and concert venues; shopping and neighborhood corridors; and robust tourism and mass transportation provide an array of mass gathering targets. As a result, there is a need for regional preparedness as well as strengthened coordination and cooperation to ensure the NCR is prepared for all hazards.

Approximately $3.5 billion is spent annually on public safety and homeland security activities. The vast majority of this funding is a result of local jurisdictional budgets. Less than one percent of the overall total is contributed by Urban Area Security Initiative (UASI) grants. Within the HSEC model, jurisdictions, to the extent possible, should leverage local funding to coordinate toward regional good. By working together, the region can collectively, and in a significant way, buy down risk that UASI is unable to support. To ensure regional commitments are memorialized, regional partners should enter into memoranda of understanding (MOU) where and when possible.

Background

In 2016, the Senior Policy Group-Chief Administrative Officers Homeland Security Executive Committee (SPG-CAO HSEC) was restructured and renamed as the HSEC. The purpose of this transition was to reduce the committee's focus on the delegation of UASI grant funding and rather, discuss strategic, funding agnostic initiatives to bolster the region's preparedness and response efforts.

In 2017, the HSEC removed the "2.0" distinction from their committee name. However, they anticipate operating into the 2018 calendar year with the understanding that the new processes and strategies may require further refinement. Any lessons learned during implementation will be addressed accordingly in future iterations of this document.

HSEC Purpose and Responsibility

The HSEC exists to help jurisdictions within the NCR anticipate and prepare for homeland security and public safety 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 homeland security

and public safety 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 spending to address risks.

The HSEC is responsible for:

- Continuously forging essential, trust-based relationships among regional stakeholders;
- Setting regional preparedness priorities and driving collaboration;
- Promoting a culture of regionalism and fostering regional learning and leadership;
- Validating and prioritizing unmet regional needs and emerging threats;
- Publishing annual guidance to inform and influence jurisdictional leaders and decision-making process;
- Providing guidance to subject-matter experts (SME) on regional priorities;
- Maximizing the use of regional resources; and
- Serving as the NCR Urban Area Working Group (UAWG).

NCR UAWG

The HSEC serves as the NCR UASI's UAWG. As the UAWG, the HSEC supports the coordination, development, and implementation of all NCR UASI program initiatives. Membership in the UAWG meets the intent of UASI grant requirements and is comprised of either direct or indirect representation from all relevant jurisdictions and response disciplines in the urban area. The UAWG includes at least one representative from each of the following stakeholder groups:

- State and local government officials;
- Emergency response providers, which shall include: representatives of the fire service, law enforcement, emergency medical services (EMS), and emergency managers;
- Public health officials and other appropriate medical practitioners;
- Individuals representing educational institutions, including elementary schools, community colleges, and other institutions of higher education;
- State and regional interoperable communications coordinators, as appropriate; and
- State and major urban area fusion centers, as appropriate.

To achieve the necessary representation, the HSEC will convene an annual meeting with the Emergency Preparedness Council (EPC) to discuss unmet regional needs, priorities, and emerging threats.

Mission

To help jurisdictions across the NCR prevent, protect against, and respond to all-hazards, public safety, and homeland security events that require regional coordination and response.

The HSEC will accomplish its mission by:

- Establishing a shared perspective across local, state, and federal decision-makers on the regional risks and unmet security needs of the NCR;
- Informing jurisdictional decision-makers of the threats, capability gaps, innovations and opportunities, and actions of other jurisdictions to drive the best practices;
- Identifying unmet regional needs and emerging threats to inform regional priorities;
- Promoting a culture of regionalism by continuously forging essential, trust-based relationships among regional stakeholders;
- Determining and implementing regional policy and strategic objectives for public safety and homeland security;

- Publishing annual guidance to inform and influence jurisdictional leaders and decision-making processes; and
- Guiding regional preparedness and response training experiences.

Vision

A safe and secure region where jurisdictional leaders and public safety responders work collaboratively to prepare for and respond to unexpected and planned events.

Guiding Principles

The HSEC operates under the following guiding principles:

1. Embody regionalism in the NCR.
2. Increase the impact of mitigation actions by functioning regionally.
3. Increase regional interoperability through smart funding decisions, well-allocated resources, and standardization when appropriate.
4. Support NCR jurisdictions by demonstrating leadership in response to regional risks that cannot necessarily be absorbed or prioritized locally.
5. Leverage the individual assets of local jurisdictions to fill gaps, develop regional capabilities, new efficiencies, improved coordination, and cost sharing/savings and consider solutions that do not require funding, such as MOUs, partnerships, and regional commitments.
6. Build regional capacity for identifying priorities and developing solutions through clear processes and metrics with measurable outcomes.

Homeland Security Executive Committee: Operating Procedures and Policies

Structure

Figure 1, below, outlines the process by which the HSEC identifies unmet regional needs and emerging threats, charters problem-solving working groups, and ultimately, implements solutions. It also highlights the structure and regional partners involved in executing the mission and vision of the HSEC.
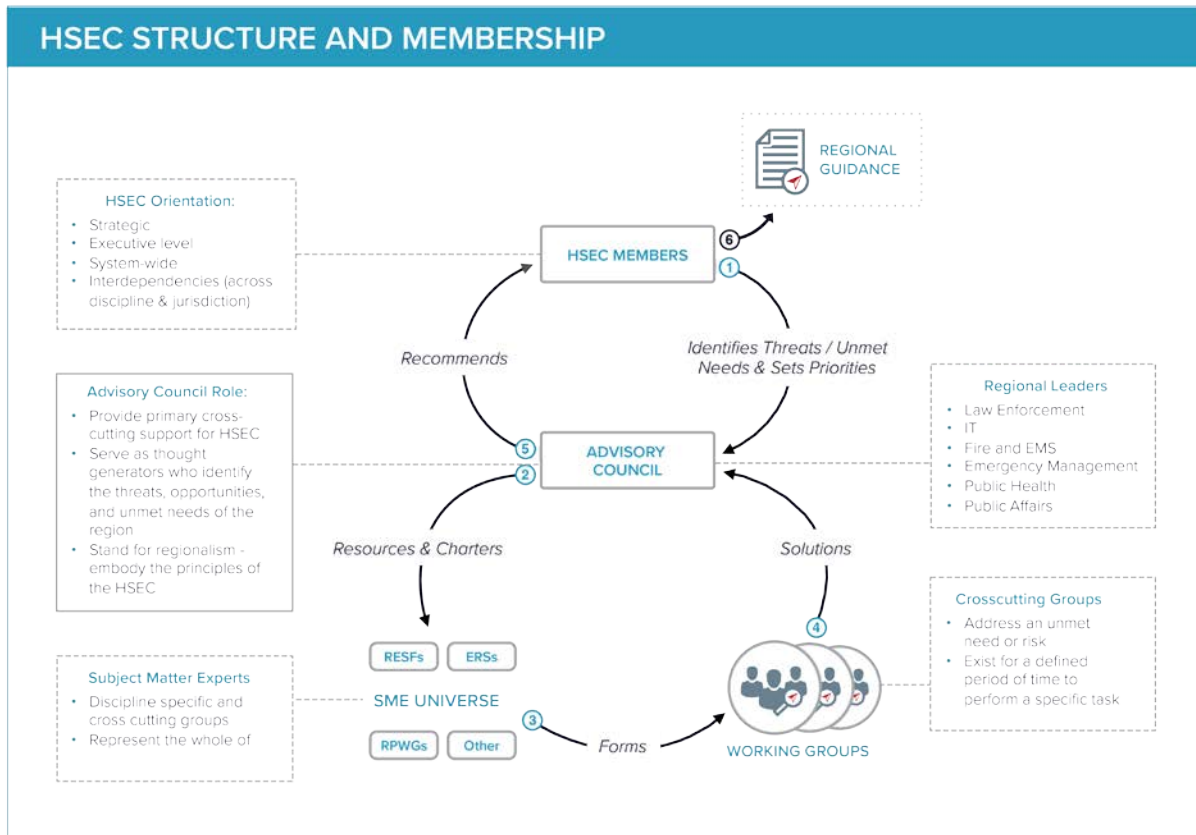
Figure 1. The HSEC's "Figure 8" diagram

HSEC

The HSEC is comprised of jurisdictional Chief Administrative Officers or Deputy Administrative Officers for public safety and homeland security; the District of Columbia, Maryland, and Virginia state directors for emergency management and homeland security; and the Director of the Federal Emergency Management Agency (FEMA) Office of National Capital Region Coordination (ONCRC) (see Appendix A: HSEC Charter for a complete list of HSEC members).

HSEC Policy Group

The Policy Group represents a sub-section of the HSEC with membership from local, state, and federal entities. The group is responsible for drafting all HSEC-related operating procedures and policies for review by the full HSEC membership.

Advisory Council

In 2016, the HSEC established an Advisory Council to share information and intelligence on regional threats and opportunities and provide recommendations on homeland security, preparedness, and response priorities. The Advisory Council provides an opportunity for succession planning, leadership development, and knowledge management in the region. It is a cross-discipline and cross-jurisdictional group comprised of regional leaders from Fire/EMS, Information Technology, Public Affairs, Health, Emergency Management, Law Enforcement, and Transportation. The Advisory Council also has ex-officio membership, consisting of State Program Managers, FEMA ONCRC, the Emergency Response Systems (ERS), and the State Administrative Agency (SAA).

The scope and responsibilities of the Advisory Council include:

- Providing primary cross-cutting support for the HSEC;
- Serving as thought generators who identify the threats, opportunities, and unmet needs of the region;
- Standing for regionalism;
- Preparing all major operational and/or tactical recommendations for the HSEC; and
- Chartering and/or providing oversight to regional projects and preparing reports, as requested, to the HSEC.

The Advisory Council prepares all major recommendations for HSEC consideration, including:

- Development of the Regional Guidance to guide local and state resourcing decisions;
- Regional priorities to guide UASI and other grant decisions;
- Establishing working groups to develop solutions; and
- Other policy recommendations for HSEC consideration or action.

The Advisory Council supports regional projects and programs, reporting associated progress to the HSEC on:

- The current year's work;
- Outcomes from projects/solutions that are closing out (current year -1 or -2); and
- Plans for new projects/solutions or future work (current year +1 or +2).

The Advisory Council may request specific tasks of the SME universe, or seek guidance from discipline-specific committees.

HSEC or Advisory Council Working Groups

Multi-disciplinary and cross-jurisdictional working groups charted by the HSEC or Advisory Council, as necessary, to address unmet needs or support solution development. Working groups report directly to their parent committee and are time-bound per their charter. The working group membership is recommended by the HSEC or Advisory Council and is comprised of representatives from the SME universe.

SME Universe

The SME universe refers to the entirety of regional and sub-regional SME committees and working groups. The HSEC and Advisory Council will seek knowledge and guidance from the SME universe as needed and representation from the SME universe when developing working groups.

ERSs

The ERSs in the District of Columbia (now referred to as the District Preparedness System [DPS]), Maryland, and Northern Virginia, are sub-regional entities that coordinate prevention, protection, mitigation, response, and

recovery activities within their respective jurisdictions. They support the integration of public safety, emergency management, public health, and healthcare systems to ensure a coordinated response to significant incidents caused by any hazard.

The ERSs will align solutions resourced with HSEC-administered UASI funding to the HSEC's primary mission areas of prevention, protection, and response. Solutions outside of the HSEC's mission area may be considered with prior approval.

The ERSs may be tasked to conduct baseline assessments of sub-regional capabilities, identify sub-regional capability gaps, or pilot a project for regional consideration.

Regional Emergency Support Functions (RESF)

RESFs are discipline-specific committees designed for regional collaboration to share best practices and lessons learned. RESFs are responsible for the vetting and endorsement of discipline specific grant-funded or resourced solutions.

Regional Programmatic Working Groups (RPWG)

RPWGs are multi-disciplinary working groups designed to encourage regional collaboration to share best practices and lessons learned. RPWGs may be responsible for the vetting and endorsement of cross-cutting grant-funded or resourced solutions.

Membership

Primary

Primary members are the appointed or designated member of the committee, council, or working group. Primary members are expected to be active and engaged participants of the committee, council, or working group. Although representing a jurisdiction or agency, the individual will use "big hat"[1] thinking.

Primary members are appointed or designated by their jurisdiction or organization. Should the member no longer be able to support the committee, council, or working group, the jurisdiction or organization will select an appropriate replacement, as necessary.

Only primary members may serve as a committee, council, or working group chair or co-chair.

Alternate

Alternate members are designated by the primary member (i.e., jurisdiction or organization) to participate in the committee, council, or working group in the primary member's stead. The individual is empowered to participate as a primary member while serving in an interim capacity.

Alternate members may not serve on the HSEC and Advisory Council concurrently.

Ex-Officio

Ex-officio members are critical to ensuring a board perspective in regional preparedness, protection, and response. Members may participate in committee, council, or working group discussions, but are precluded from contributing to decisions that have a strictly local implication.

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[1] "Big Hat" thinking suggests the approach or comment is made from a regional perspective. Membership of the HSEC, Advisory Council, and other regional groups are committed to using "Big Hat" thinking during discussions and decision making.

Information Only or Observer

Information only or observers function as a liaison and receives information for awareness purposes only. The individual attends meetings as an observer only and does not have an active role in the committee, council, or working group.

Onboarding of New HSEC Members

Upon appointment to the HSEC, new members will be provided access to the following documents as part of an onboarding process:

- HSEC Operating Procedures and Policies,
- HSEC Charter,
- HSEC Storybook,
- Current year's Regional Guidance,
- Decision Points and/or Major Achievements from Prior Year,
- Membership Contact Information,
- UASI Project Summaries, and
- Multi-Year Project Matrix.

New members may also wish to consider scheduling an introductory meeting with the committee chair and/or Metropolitan Washington Council of Governments (MWCOG or COG) staff support. The intent of the meeting is to provide any necessary clarity around the documents provided, meeting schedule, expectation for participation, and/or any additional questions that exist at the time.

Governance

The CAOs Committee, on behalf of the HSEC, shall nominate a chair[2] to serve for a 24-month term beginning in January. A chair-elect shall also be selected to provide continuity during transition periods. To ensure equitable distribution of leadership responsibility for the HSEC, the chair position, to the extent possible, shall be rotated among the states (i.e., Virginia, the District of Columbia, and Maryland). The chair may serve multiple or consecutive terms.

Decision-Making Process

All decisions will be made through consensus. Consensus is defined as:

- The process was explicit, rational, and fair;
- Participants are treated well and their input was heard; and
- Participants can live with and commit to the outcomes.

When necessary, the HSEC Chair will develop a mechanism for establishing consensus and exercise leadership to move the dialogue forward in a productive manner. This process is especially critical following the announcement of NCR UASI funding. Within 45 days of the announcement, and to inform the application, the HSEC must make consensus decisions regarding the allocation of funding.

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[2] The Chair shall represent an NCR UASI jurisdiction. The CAOs may select a Deputy to serve as Chair.

Transparency

All members and stakeholders have the right to the full history of the group immediately upon entering. The HSEC and Advisory Council decision-making processes will be transparent and decisions will be clear. Conversations, meetings, and decisions will be documented and shared.

Grant Management and Administration Responsibilities

UASI Program

The UASI grant program is intended to provide financial assistance to address the unique multi-discipline planning, organization, equipment, training, and exercise (POETE) needs of high-threat, high-density urban areas, and to assist these areas in building and sustaining capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism using the whole community approach. Urban areas must use UASI funds to employ regional approaches to overall preparedness and are encouraged to adopt regional response structures whenever appropriate. Many capabilities that support terrorism preparedness simultaneously support preparedness for other hazards, including natural disasters and other major incidents. UASI funds may be used for other preparedness activities if the dual-use quality and nexus to terrorism is clearly demonstrated.

A regional share of UASI funds (80%) is allocated to competitive grant applications that support regional preparedness and response structures. A state share of UASI funds (5%[3]) is allocated for state-based initiatives that should also contribute to the enhancement of regional preparedness and response. While the HSEC does not have oversight of the UASI state share, it should have awareness of the proposed allocations to maintain visibility of regional capabilities.

UASI Grant Eligibility

Concepts for a regional grant application may be submitted by local or state governmental entities or non-profit organizations within the designated urban area region, as defined by federal law. Eligibility does not indicate an entitlement to receive NCR UASI grant funds.

For the purposes of the UASI grant program, FEMA has determined that the Washington, DC Urban Area will consist of the NCR as set forth in 10 U.S.C. §2674(f)(2), which includes the geographic areas located within the boundaries of the:

- District of Columbia;
- Montgomery and Prince Georges Counties in the State of Maryland;
- Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia; and
- All cities and other units of government within the geographic areas of such district, counties, and city.

All proposals for funding must be submitted and approved through the designated grant application process to receive funds. Funds are awarded to "local units of government, combinations of local units, or other specific groups or organizations" within the designated urban area region, as defined by federal law.

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[3] Each state (Virginia, Maryland, and the District of Columbia) is awarded 5% of the total allocation. The remaining 5% is utilized to fund the State Administrative Agency (SAA).

Maryland and Virginia state agencies are eligible to receive NCR UASI grant funding regardless of where the agencies' physical headquarters are located. Funds awarded to state agencies must be used to directly support the designated urban areas.

Membership in COG is not a pre-requisite for eligibility to receive NCR UASI grant funds for projects.

Jurisdictions Outside of the NCR

NCR UASI-funded projects may support a regional capability in a jurisdiction outside the congressionally defined boundaries of the NCR provided it has a direct benefit to building, enhancing, or sustaining a regional capability within the NCR. Such project requests must be submitted to the Advisory Council and will be reviewed on a case-by-case basis. The Advisory Council will make recommendations on these projects for the HSEC's review. Although jurisdictions may benefit from a regional effort, they may not be sub-grantees.

The HSGP Notice of Funding Opportunity (NOFO) for a given grant year may expand the eligibility for awards to areas outside the NCR under specific conditions. Any special eligibility granted in one grant program and year does not guarantee eligibility for funding in other grant programs or grant years. Refer to the SAA for specific questions about eligibility in individual grant years.

Intent of HSEC-Administered UASI Funding

UASI funding is intended to:

- Buy down[4] additional risk across the NCR (e.g., addressing gaps in capability);
- Develop or validate regional capabilities within the NCR rather than fund baseline capabilities;
    - Utilize after-action reports from real world events, trainings, and exercises to evaluate the NCR's ability to prevent, prepare for, and respond to similar incidents;
- When appropriate, expedite the development of a prioritized regional capability;
- Provide an opportunity to determine whether a project is feasible on a regional scale by piloting it on a sub-regional or local scale;
- Provide "seed funding[5]" to new, high-impact projects that will be sustained through other funding sources;
- Support shared regional learning experiences;
- Facilitate collaborative initiatives across the NCR; and
- Ensure the implementation of all components of the planning, organizing, equipping, training, and exercising (POETE) spectrum.

HSEC-Administered UASI funding is not intended to:

- Operate, maintain, or sustain a program, capability, etc. in perpetuity;
- Invest in something that has an exclusively local value; or
- Supplant a current capability.

Investment Guidance

The HSEC will outline specific guidance (e.g., replacement or maintenance cost responsibilities) for every investment made with HSEC-administered UASI funding.

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[4] Reduce or mitigate the risk inherent to the NCR given its location and demographic.
[5] Initial support or startup funding for a new project; not intended to be sustained with UASI in perpetuity.

Change in Project Outcome(s)

With the periodic changes to regional priorities, there is a potential for an inadvertent change in the scope of a project. Nominal changes to the UASI project management plan are allowable in coordination with the SAA; for example, a change in the model or style of a piece of equipment outlined for procurement.

Significant changes in a project's outcome(s) require the approval of the HSEC; for example, changing the outcome from a full-scale exercise to a training). Requests for program or project outcome change will be submitted to the Advisory Council by the project sponsor so that a recommendation can be made to the HSEC.

ERS Allocations

The ERSs may receive a specified funding amount, or "carve-out," to support operating expenses and/or fund projects sub-regionally. If a specified funding amount is allocated, the HSEC will request a detailed breakdown of anticipated grant funded expenditures each year. To ensure accountability, the HSEC may request bi-annual status reports. The ERSs will continue to collaborate and prior to the submission of UASI grant funded projects to their portfolio, reconcile overlapping projects. Comparable projects should be submitted for consideration at the regional level and will not count towards their specified funding amount.

Baseline Capabilities

UASI grant funding should not be used to supplant a local and/or baseline capability.

Baseline capabilities (e.g., standards such as turnout times or equipment level) are defined as the minimum acceptable standard, and may be approved for funding support as a one-time resourcing determination in the following circumstances:

- To create regional standardization;
- As a result of the rapidly changing threat picture; or
- To enhance a jurisdiction's capability to the point of an agreed-upon regional standard.

Projects addressing baseline capabilities are only intended to be funded or resourced until a certain end-state or measurable outcome has been achieved. However, the end-state may change over time. Maintenance of the capability will be a local responsibility.

UASI funding may be used to support an enhanced capability. Unlike a baseline capability, enhanced capabilities are not a replacement or surrogate for the capability, but are intended to "buy down[6]" the additional risk associated with the NCR. UASI funding will not be used to subsidize beyond the region's agreed-upon capability level.

"Cost of Doing Business" Expenditures

Multi-year projects may request an increase in their operating expenses per grant year, but such requests will require justification. These expenditures are anticipated to cover increases associated with equipment or technology improvements.

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[6] Reduce or mitigate the risk inherent to the NCR given its location and demographic.

Equipment Acquisitions

New Equipment

Maintenance of new equipment, as allowed per the UASI Handbook[7], is the responsibility of the receiving jurisdictions.

In instances where equipment procurement may build a new capability, an assessment will be completed to determine which jurisdictions should receive equipment to maximize regional preparedness or response capabilities. Maintenance costs are the responsibility of the host agency or, to promote cost sharing, equitably divided among participating agencies.

Capital Replacements

Capital replacement of UASI funded equipment, such as radiological detection meters, is allowable. Replacements should be distributed over the course of several funding cycles. Maintenance costs (e.g., calibration of meters) between replacements are the responsibility of the host agency or equitably divided among participating agencies.

Demobilized or Surplus Equipment

Demobilized or surplus equipment, to the extent possible, should be returned for credit towards the procurement of new equipment or repurposed. Prior to the demobilization, a proposal outlining the disposition of the equipment will be provided to the HSEC.

MOUs

Jurisdictions will be asked to participate in an MOU, agreeing, to the extent possible, to replace and/or maintain UASI funded equipment. MOUs will capture the intent and commitment to maintain the equipment, but will not place limitations on the jurisdiction(s).

Cooperative Purchasing[8] Agreements

Should it be requested, COG will establish a cooperative purchasing agreement to facilitate the replacement of both grant- and locally-funded equipment by the jurisdictions.

Grant-Funded Personnel

As appropriate, sponsors will submit (to the Advisory Council) work plans, concepts of operations, or strategic plans for solutions involving UASI-resourced personnel (e.g., NCR Preparedness Program). The intent of the documentation is to ensure regional assets are leverage as effectively as possible. As part of the solution development worksheet, project managers and/or sub-recipients will be required to provide detailed budgets, to include long-term spend plans.

Multi-Year Projects

Sustainment[9] with UASI is an exception, not the rule. By default, all sustainment or multi-year projects as defined in the fiscal year (FY) 2017 UASI cycle will transition to alternative funding sources.

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[7] Please refer to the handbook (https://hsema.dc.gov/page/grant-management-documents) for additional information.
[8] Defined as a means of procurement conducted by, or on behalf of, one or more jurisdictions under the same contract.
[9] Sustainment is defined as the annual maintained of regional projects through the use of UASI funds. "Sustainment projects" have also been referred to as the "legacy projects."

Beginning in FY 2018, all current multi-year projects will be subject to a transition planning review. The review will assess projects for need, benefit, cost, value, and efficiency. The review may result in the renewal of a project, modification of a project (associated with best practices), or the phase-out of a project. As part of the review, the HSEC will determine if UASI funding is essential for:

- Maintaining a capability (e.g., maintaining a regional capability that would otherwise not be achieved individually);
- Maintaining the capability, but not in its current capacity; and
- Reaching the end-state.

Beginning in FY 2018, all projects will be required to submit a long-term spend plan to better inform the HSEC of out-year spending. Multi-year contracts will need to provide anticipated future terms.

Enhancement Projects

Enhancements to sustainment or multi-year projects will be evaluated as new requests. The duration of funding for enhancements will be determined on a case-by-case basis.

Transition Planning

To adhere to the intent of HSEC-administered UASI funding guidance, once deemed appropriate by the HSEC, in consultation with the Advisory Council and solution sponsor, programs will undergo a process to transition to alternative resources. Listed below are possible approaches.

Step-Down/Phased

Projects that the HSEC recommends are transitioned to other funding sources will be given a defined timeline upon approval. For example, fully funded for two years, partial funding for a year, with transition to local during the fourth year.

Predetermined Time Limit

Projects that the HSEC recommends are transitioned to other funding sources through a predetermined time limit will be given a maximum number of years of funding upon approval. Once that time limit is met, projects will be transitioned to other funding sources and may not request additional UASI funding.

MOUs

Jurisdictions may be asked to participate in an MOU, agreeing, to the extent possible, to fund and maintain the capability at the agreed-upon regional level. Established MOUs will be reviewed annually.

Project Maintenance

Should a jurisdiction be unable to maintain a project through local or other identified funds, the concern should be brought to the HSEC for alternative resourcing. The HSEC will address concerns on a case-by-case basis to determine the risk to the capability, should it not be maintained.

Improvement Planning

The HSEC will conduct an after-action review on all completed UASI-funded projects to capture best practices and lessons learned. Corrective actions will be shared with the region to ensure future initiatives are informed.

Underperforming Projects

Project sponsors for all UASI-funded solutions will work in coordination with the HSEC and SAA to achieve desired outcomes. The SAA will monitor the status of all NCR UASI-funded projects to ensure they are meeting established performance measures, milestones, and deliverables. Should a project fail to meet multiple measures, milestones, or deliverables, it is within the purview of the HSEC and/or SAA to withhold funding. A project will receive notification from the SAA if it is not meeting measures, milestones, or deliverables. Prior to withdrawing or withholding funds, the project sponsor will have an opportunity to demonstrate progress or provide an alternative path to achieve the desired outcome.

Spending Patterns

To reduce the need for reprogramming, projects that historically return funds may not request level funding in the following year(s). This refers to underperforming projects only; it is not intended to impact projects that are underspending due to cost saving. Projects may be asked to assess their process for estimating budgets if funds are returned year after year.

Accountability

All UASI grant-funded projects will be required to provide:

- Measurable (quantitative and qualitative) outcomes (e.g., regional approaches, mitigated gaps) and outputs (e.g., plans, trainings, equipment);
- Metrics that will measure progress towards, or the completion of, intended outcomes; and
- Primary objectives, deliverables, and anticipated milestones towards achieving the outcome(s).

The SAA will work with the solution sponsors to track and validate metrics and milestones throughout the solution's grant period. Discipline committees may be required to annually validate the proposed scope, regional approach, and cost continuation of projects they sponsor.

Zero-Based Budgeting

Resourcing decisions will be made assuming a zero-based budget. Beginning in FY 2018 and annually thereafter all projects will be considered new.

Resourcing Methodologies

Figure 2, below, depicts a multi-year process of establishing regional priorities, communicating those priorities, assisting regional leaders in applying the Regional Guidance, and gathering new data to assess opportunities and threats throughout the region.
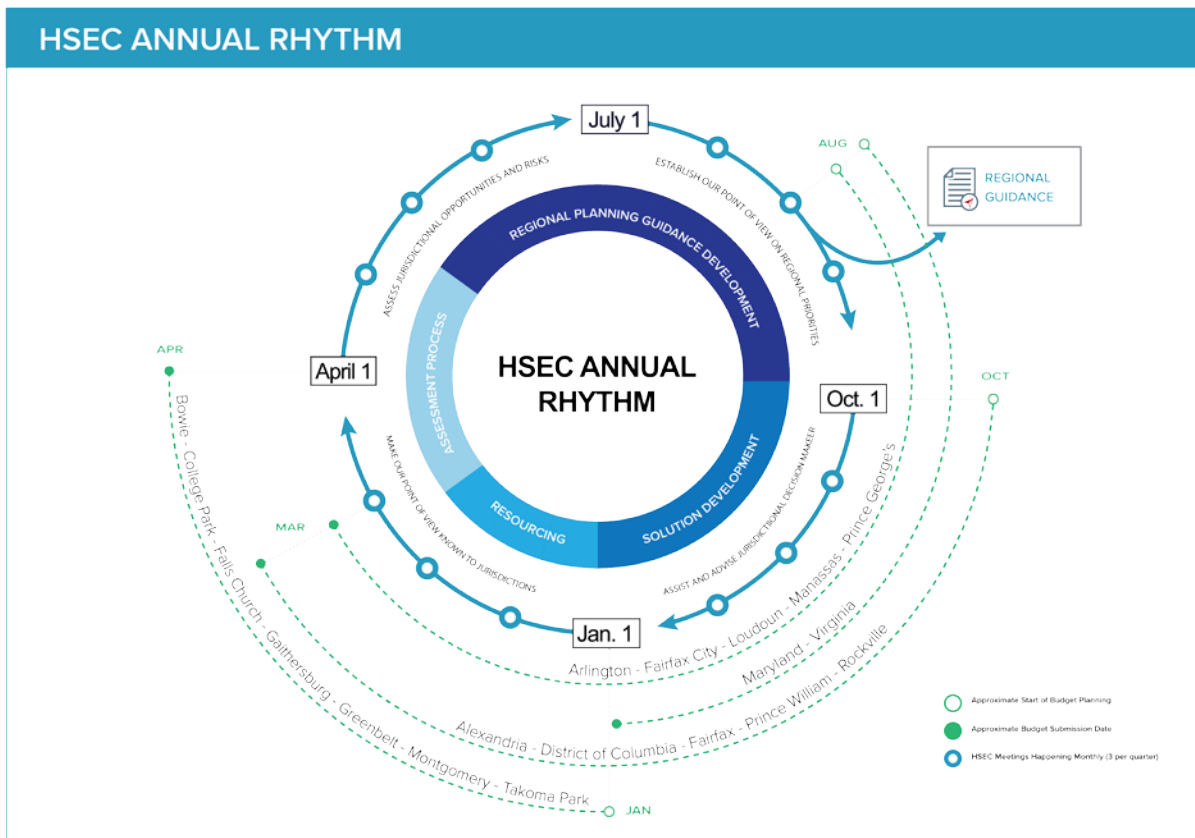
Figure 2. The HSEC's "Annual Rhythm" or Workflow

Regional Guidance

The HSEC Solution Development and Resourcing Porcess begins with the Regional Guidance, which the HSEC issues annually. The purpose of the Regional Guidance is to communicate regional homeland security priorities in a way that influences local, state, and federal planning, spending, and action. The Regional Guidance will inform jurisdictional decision-makers on threats, response capabilities, innovations and opportunities, priorities, and actions of other jursidictions to drive the best decisions for the NCR.

The Regional Guidance is differentiated from the regional Threat and Hazard Identificiation and Risk Assessment (THIRA) by the breadth and sources it includes in the data analysis, mining, and validation process.

Annually, the Advisory Council will conduct a review and update of the document. The final version of the document will be presented to the CAOs Committee by the Chair of the HSEC.

Identification of Regional Threats

As part of the annual workflow (see Figure 2), the Advisory Council will gather intelligence on regional threats and gaps from: the Regional Guidance; NCR THIRA; NCR fusion centers; ERS, RESF, RPWG, and other working group priorities; the ONCRC; and other relevant stakeholders. The Advisory Council will distill the information into a prioritized list of gaps and regional priorities.

Determining Response Gaps and Capabilities

As part of a 12-month planning process, discipline committees (i.e., RESFs and RPWGs) will develop annual work plans. The work plans will outline revenue-agnostic[10] projects and/or initiatives for completion. Work plans will be reviewed at the end of each calendar year to catalog committee achievements. In the spring of each year, discipline committees will submit their top priorities to the Advisory Council to inform the Regional Guidance.

Actions of other Jurisdictions

NCR jurisdictions should consider the region when moving initiatives forward and not take unilateral actions that could jeopardize regional interoperability. Local jurisdictional policies or projects that could have broader implications to regional homeland security capabilities must be discussed with the SME universe to determine if interoperability is at risk. If regional SMEs believe interoperability could be endangered, the issue should be elevated to the HSEC for discussion.

Solution Development and Resourcing

The Advisory Council created the HSEC Solution Development and Resourcing Process to transform how the NCR develops and resources solutions to close gaps and enhance regional capabilities.

This process visual (see Figure 3) is vertically organized in lanes by stakeholder group, with the icons representing process steps, and the gold megaphone representing a point at which there will be proactive communication to those involved in and/or impacted by the process.

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[10] This suggests that projects and/or initiatives will not require UASI or other funding support.
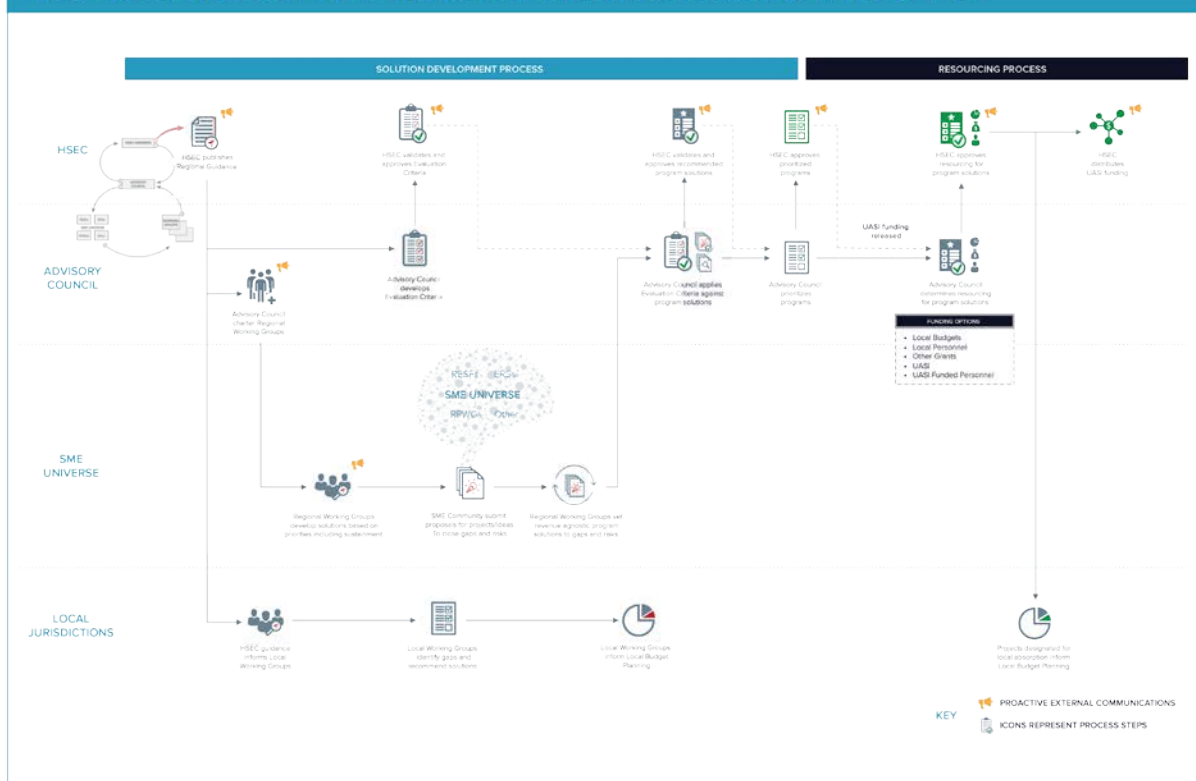
Figure 3. Solution Development and Resourcing Process

Solution Development Process

Annually, beginning with the release of the Regional Guidance, the Advisory Council will charter, or leverage established, regional working groups to develop solutions based on the guidance and priority areas published by the HSEC. Using established evaluation criteria, the Advisory Council will develop resourcing recommendations for the HSEC's consideration. This process was created to promote collaborative efforts across regional partners and buy down the additional risk associated with the NCR to improve regional preparedness.

Although the process begins with the issuance of the Regional Guidance, solutions are not wedded to development within a specific timeframe and may be submitted throughout the year. The Advisory Council will review submissions as received. If recommended by the Advisory Council, "shovel-ready[11]" projects will be catalogued until resourcing is available.

In concert with the release of the Regional Guidance, the HSEC and Advisory Council will provide the current year's process documents, including, but not limited to:

- Solution Development Worksheet,
- Solution Development Handbook, and
- Solution Evaluation Criteria.

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[11] Predesigned and approved project, suitable to initiate with little lead time.

The supplied materials will provide information on the vetting and endorsement of solutions, appropriate solution sponsors, timelines if appropriate, and any specific requirements for the current year. Project leads may also wish to consult the *Standard Operating Procedures for Regional Resourced Projects* (Appendix) for additional information on solution development.

Previous Funding Decisions

Decisions made in previous funding cycles will not preclude the submission of comparable projects (e.g., ESINet) or exclude topic areas (e.g., mass care).

Resourcing Process

Each year, the Advisory Council will develop and/or update solution evaluation criteria to prioritize submissions for HSEC. The criteria will include both gated and weighted measures.

After the prioritization of solutions is completed, the Advisory Council will determine resourcing recommendations. This could include funding through jurisdictional budgets and/or personnel, grant funding, grant-funded personnel, and other resourcing mechanisms. All resourcing recommendations are submitted to the HSEC for consideration.

Communication and Messaging to SME Universe

Communication with the SME universe regarding each year's solution development and resourcing process will be distributed as a package and will include the HSPG NOFO, all necessary forms, and evaluation criteria. All requests for support, actions, and decisions will be relayed in a timely manner.

Reprogramming

The SAA, in concert with the HSEC, will support UASI reprogramming to meet the collective goal of spending down grant funding. To the extent possible, reprogramming efforts should align with regional priorities.

For large sums of reprogramming funds, the SAA will provide reprogramming options to the HSEC based on feasibility.

State Share

When applicable, and to the extent possible, state-share funding should seek to support regional initiatives and align across the sub-regions.

Supplanting

UASI funds may not be used to supplant existing locally or state-funded projects or programs. Questions regarding supplanting may be directed to the NCR SAA at ncr.saa@dc.gov.

Homeland Security Executive Committee: Glossary of Key Terms

"Big Hat" Thinking	"Big Hat" thinking suggests the approach or comment is made from a regional perspective.
Capability	Means to accomplish a mission, function, or objective.
Capability Target	Capability targets define success for each core capability and describe what the region wants to achieve by combining detailed impacts with basic and measurable desired outcomes based on the threat and hazard context statements developed in Step 2 of the THIRA process.
Core Capability	Defined by the National Preparedness Goal, 32 activities that address the greatest risks to the Nation. Each of the core capabilities is tied to a capability target.
Emergency	As defined by the Stafford Act, an emergency is "any occasion or instance for which, in the determination of the president, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States."
Emergency Response Systems (ERS)	Sub-regional organizations designed to collectively operate in setting priorities and supporting preparedness, response, mitigation, and recovery activities.
First Responder	Local and nongovernmental police, fire, and emergency personnel who, in the early stages of an incident, are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from federal, state, local, tribal, or nongovernmental organizations.
Guiding Principles	Values and principles that the HSEC holds in common and guide what the NCR does in preparedness, why it does it, and how.
Hazard	An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business or other types of harm or loss.
HSEC Storybook	A document designed to provide the reader with a thorough understanding of the HSEC's history, paradigm shifts during the 2.0 transition process, structure and membership, as well as the complexity of the NCR and importance of regionalism. The Storybook is also available in an online format, to include brief video clips of current and former HSEC members.

"Big Hat" Thinking	"Big Hat" thinking suggests the approach or comment is made from a regional perspective.
Incident	An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
"Little Hat" Thinking	"Little Hat" thinking suggests the approach or comment is made from a sub-regional or jurisdictional perspective.
Metropolitan Washington Council of Governments (MWCOG or COG)	COG is an independent, nonprofit association that brings area leaders together to address major regional issues in the District of Columbia, suburban Maryland, and Northern Virginia. COG's membership is comprised of 300 elected officials from 23 local governments, the Maryland and Virginia state legislatures, and U.S. Congress. COG staff provides coordination, analytical, and strategic policy development support to the HSEC, Advisory Council, RESF committees, and RPWGs, among others.
Mission Areas	Serve as an aid in organizing national preparedness activities and the core capabilities.
Outcome	Program or project outcomes are the preparedness gains (e.g., gaps closed, capabilities built) that the NCR will receive from the program or project outputs. An example of an outcome is "first responders in Northern Virginia are able to perform tactical emergency casualty care in high threat environments."
Output	Program or project outputs are tangible items that the program or project will produce (e.g., an equipment purchase, a plan developed, an exercise conducted). An example of an output is "4,500 law enforcement officers in Northern Virginia are equipped with tactical emergency casualty care kits."
Preparedness	The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.

"Big Hat" Thinking	"Big Hat" thinking suggests the approach or comment is made from a regional perspective.
Prevention	Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.
Protection	Activities that focus on decreasing the likelihood of an attack within the NCR. Prevention and protection are closely aligned and share a number of common elements. Many protection and prevention activities may operate simultaneously and to complement each other.
Project Overviews	Project Overviews, also referred to as Project Summaries, are intended to serve as a baseline from which leadership-level decisions can be initiated. They are non-technical summaries that describe each UASI project's history, evolution, status, and anticipated future state. Project overviews exist to ensure the HSEC and other bodies understand the most important aspects of the region's UASI investments. In the future, project overviews may be developed for projects resourced by the HSEC, but not funded by UASI.
Regional	Refers to the National Capital Region (NCR).
	The NCR is defined as "the geographic area located within the boundaries of (A) The District of Columbia, (B) Montgomery and Prince Georges [sic] 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."[12]
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 the NCR.

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[12] Title 10 United States Code, Section 2674 (f)(2)

"Big Hat" Thinking	"Big Hat" thinking suggests the approach or comment is made from a regional perspective.
Regional Emergency	Any situation that occurs within the NCR that has disrupted essential services or mobility, or jeopardized public health and safety on a regional basis. Characteristics of regional incidents or threats should be defined broadly and exhibit the following:

- Impact all jurisdictions in the same way (e.g., people in jurisdictions get sick, delayed, or evacuated);
- Regional systems are negatively impacted (transportation, communications, information, etc.);
- Require collaboration, coordination, and cooperation among all jurisdictions in order to respond to the consequences;
- Requires the collective resources of all jurisdictions to respond/recover;
- Federal assets and resources are threatened/affected by the incident; and
- Consequences are tangible, not just media-driven and/or political in nature.

Reprogramming	The reallocation of grant funding from underperforming or projects with cost savings. Typically, reprogramming opportunities have a shortened period of performance.
Response	Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.
State Administrative Agency (SAA)	The entity who DHS/FEMA has determined is eligible to submit UASI grant applications on behalf of UASI. The SAA is responsible for ensuring compliance with the fiduciary and programmatic administration requirements of the UASI program.
Sub-grantee	An entity which is awarded a grant and is accountable for the use of grant funds. The grantee is the entire legal entity, even if a particular component of the entity is designated in the grant sub-award document.
Sub-regional	Refers to the District of Columbia, suburban Maryland, or Northern Virginia.
Supplanting	The utilization of grant funds, in lieu of local or state funds, for an activity required by law. Or the use of grant funds to support an existing state- or locally-funded activity.

"Big Hat" Thinking	"Big Hat" thinking suggests the approach or comment is made from a regional perspective.
Subject-matter Expert (SME) Universe	Refers to the entirety of regional and sub-regional SMEs within the NCR.
Threat and Hazard Identification and Risk Assessment (THIRA)	A four-step common risk assessment process that helps the whole community—including individuals, businesses, faith-based organizations, nonprofit groups, schools and academia, and all levels of government—understand its risks and estimate capability requirements.

Homeland Security Executive Committee: Appendices

Appendix A: HSEC Charter

NATIONAL CAPITAL REGION
HOMELAND SECURITY EXECUTIVE COMMITTEE
CHARTER[13]

May 2018

BACKGROUND

The National Capital Region (NCR) Homeland Security Executive Committee (HSEC) is comprised of jurisdictional Chief Administrative Officers (CAO) or Deputy Administrative Officers for public safety and homeland security; the District of Columbia, Maryland, and Virginia state directors for emergency management and homeland security; and the Director of the Federal Emergency Management Agency's (FEMA) Office of National Capital Region Coordination (ONCRC).

The HSEC helps jurisdictions anticipate and prepare for situations that require regional coordination and response. The goal of regional alignment is to set direction, collect information on threats and opportunities, assess gaps, and determine how to focus resources to address risks.

MISSION

To help jurisdictions across the National Capital Region (NCR) prevent, protect against, and respond to all-hazards, public safety, and homeland security events that require regional coordination and response.

ROLES AND RESPONSIBILITIES

The HSEC is responsible for the following:

- Establishing a shared perspective across local, state, and federal decision-makers on the regional risks and unmet preparedness needs of the NCR.
- Determining and implementing regional policy and strategic objectives for public safety and homeland security in the NCR.
- Identifying unmet regional needs and emerging threats.
- Informing jurisdictional decision-makers on the threats, capability gaps, innovations and opportunities, and actions of other jurisdictions to drive the best decisions.
- Continuously forging essential, trust-based relationships among regional stakeholders.
- Setting, providing guidance on, and driving collaboration on regional preparedness priorities.
- Promoting a culture of regionalism and fostering regional learning and leadership.
- Publishing annual guidance to inform and influence jurisdictional leaders and decision-making processes.
- Providing guidance to subject-matter experts (SME) on regional priorities.
- Maximizing the use of regional resources.

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[13] A signed and executed copy of the HSEC charter is available from the NCR State Administrative Agency (SAA) or the Metropolitan Washington Council of Governments (MWCOG) MWCOG HSEC portal or MWCOG Committees).

- Serving as the NCR Urban Area Working Group (UAWG).

The HSEC serves as the NCR Urban Area Security Initiative's (UASI) UAWG. As the UAWG, the HSEC supports the coordination, development, and implementation of all NCR UASI program initiatives. Membership in the UAWG meets the intent of UASI grant requirements and is comprised of either direct or indirect representation from all relevant jurisdictions and response disciplines in the urban area. The UAWG includes at least one representative from each of the following stakeholder groups:

- State and local government officials;
- Emergency response providers, which shall include: representatives of the fire service, law enforcement, emergency medical services, and emergency managers;
- Public health officials and other appropriate medical practitioners;
- Individuals representing educational institutions, including elementary schools, community colleges, and other institutions of higher education;
- State and regional interoperable communications coordinators, as appropriate; and
- State and major urban area fusion centers, as appropriate.

STRUCTURE AND MEMBERSHIP

MEMBERSHIP

The membership of the HSEC shall include both state and local representation of the jurisdictions of the NCR and federal partners, as follows:

(1) DC - District of Columbia – City Administrator

(2) DC - District of Columbia – Homeland Security and Emergency Management Agency (HSEMA) Director

(3) DC - District of Columbia – HSEMA Deputy Director

(4) MD – State of Maryland – Maryland Emergency Management Agency (MEMA) Director

(5) MD – State of Maryland – Homeland Security Advisor

(6) MD – Montgomery County – Chief Administrative Officer

(7) MD – Prince George's County – Chief Administrative Officer

(8) VA – Commonwealth of Virginia – Secretary of Public Safety and Homeland Security

(9) VA – Commonwealth of Virginia – Virginia Department of Emergency Management (VDEM) Director

(10) VA – Arlington County – County Manager

(11) VA – City of Alexandria – City Manager

(12) VA – Fairfax County – County Executive

(13) VA – Loudoun County – County Administrator

(14) VA – Prince William County – County Executive

(15) Department of Homeland Security (DHS) FEMA ONCRC – Director[14]

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[14] While the ONCRC is involved in the representing and integrating of federal homeland security programs, the Director or designated alternate will abstain from the final decision process on allocation of federal funding.

As determined by the HSEC, ex-officio[15] membership may be extended to partner organizations or agencies.

A list of HSEC members is maintained by staff support at the Metropolitan Washington Council of Governments (COG) at: List of committee members.

GOVERNANCE

The CAOs Committee, on behalf of the HSEC, shall nominate a chair[16] to serve for a 24-month term beginning in January. A chair-elect shall also be selected to provide continuity during transition periods. To ensure equitable distribution of leadership responsibility for the HSEC, the chair position, to the extent possible, shall be rotated among the states (i.e., Virginia, the District of Columbia, and Maryland). The chair may serve multiple or consecutive terms.

The HSEC Chair shall perform the following duties:

- Set the schedule and timing of meetings for the year.
- Assign responsibility for meeting preparation materials to other members, other groups, or staff as needed.
- Ensure orderly discussion during meetings and progress through all agenda items.
- Call for closure of the discussion during meetings.
- Move members towards decisions by consensus.
- Request agenda items from HSEC members.
- On behalf of the HSEC, assign tasks to the Advisory Council.
- Maintain open communication with the Advisory Council Chair.

COG staff, in consultation with, and on behalf of the chair, will:

- Publish agendas for meetings;
- Record final decisions of the HSEC and publish or distribute the results;
- Distribute and seek approval of summaries at the subsequent HSEC meeting;
- Track schedule of HSEC tasks and deliverables; and
- Modify the meeting schedule as needed.

The State Administrative Agency (SAA) will:

- Provide a comprehensive financial overview to the HSEC as a standing agenda item;
- Verify subrecipients' compliance with the fiduciary and programmatic administration requirements of the UASI grant program[17];
- Ensure UASI funds are managed in the most efficient and effective manner possible[18];
- Provide financial overviews to inform HSEC deliberations and decisions;
- In coordination with the HSEC, ensure appropriate representation for the defined urban area in the HSEC[19];
- Submit applications to FEMA on behalf of the NCR[20];

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[15] Ex-officio members are critical to ensuring a board perspective in regional preparedness, protection, and response. Ex-officio members are precluded from contributing to decisions that have a strictly local implication.

[16] The Chair shall represent an NCR UASI jurisdiction. The CAOs may select a Deputy to serve as Chair.

[17] DHS NOFO for the Fiscal Year 2017 HSGP, p 47.

[18] DHS NOFO for the Fiscal Year 2017 HSGP, p 49.

[19] DHS NOFO for the Fiscal Year 2017 HSGP, p 49.

[20] DHS NOFO for the Fiscal Year 2017 HSGP, p 5.

- Submit this charter and future iterations to FEMA to facilitate drawdown of the UASI grant[21]; and
- Provide written documentation to FEMA verifying the consensus of the HSEC, or the failure to achieve otherwise.[22]

PARTICIPATION

HSEC meetings shall be closed to the public and considered by invitation only. However, representatives from local, state, and federal agencies may attend as observers. The chair may, at any time before or during a meeting, limit attendance to discuss matters of sensitive or critical nature.

- "Closed" or "HSEC-only" meetings will be limited to primary and alternate members only. At the discretion of the chair, the appropriate staff support for the discussion may be included.

Primary Member

- The individual is the appointed or designated member of the HSEC. The individual is an active, engaged participant.
- Primary members may designate an alternate to participate on their behalf.

Alternate Member

- The individual is designated by the primary member to participate in their stead.
- Members may not serve on the HSEC and Advisory Council concurrently.

Observer

- The individual functions as a liaison or receives information for awareness only, but does not actively participate in the HSEC.

OPERATING PROCEDURES

MEETING INTERVALS

The HSEC meets monthly; an annual schedule will be established by consensus.

DECISION-MAKING

All decisions that come before the HSEC will be made through consensus. Consensus is defined as:

- The process is explicit, rational, and fair.
- Participants are treated well and their input is heard.
- Participants can live with and commit to the outcomes.

When necessary, the HSEC Chair will develop a mechanism for establishing consensus and exercise leadership to move the dialogue forward in a productive manner.

KNOWLEDGE MANAGEMENT

COG staff will maintain a permanent[23] record of meetings and materials, to include:

- The charter and any subsequent revisions to include the HSEC roster;
- The annual schedule of meetings and HSEC workplan;
- HSEC meeting agendas and supplemental materials;

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[21] DHS NOFO for the Fiscal Year 2017 HSGP, p 49.
[22] DHS NOFO for the Fiscal Year 2017 HSGP, p 50.
[23] Materials will be maintained behind a secure sign-in on the COG website. At the direction of the Chair, materials may be further restricted.

- HSEC meeting summaries, including any decisions made;
- Schedule of tasks and deliverables;
- Policies, priorities, and direction provided by the HSEC;
- The list of Advisory Council members and tasks;
- The schedule of any deliverables due from the Advisory Council; and
- Reports on regional programs, progress, and capabilities from the Advisory Council.

A list of all HSEC records may be found at: https://www.mwcog.org/committees/hsec/.

DOCUMENT MAINTENANCE

The charter will be updated, as necessary, every 24 months at a minimum to ensure an accurate reflection of the HSEC's role, membership, governance, and operating procedures. Appendices shall be updated as needed.

_____   _____

Rashad Young   Chris Rodriguez
District of Columbia   District of Columbia

_____   _____

Brian Baker   Russell Strickland
District of Columbia   State of Maryland

_____   _____

Walter Landon   Timothy Firestine
State of Maryland   Montgomery County

_____   _____

Nicholas Majett   Brian Moran
Prince George's County   Commonwealth of Virginia

_____   _____

Jeff Stern   Mark Schwartz
Commonwealth of Virginia   Arlington County

_____   _____

Mark Jinks   Bryan Hill
City of Alexandria   Fairfax County

_____   _____

Tim Hemsteet   Chris Martino
Loudoun County   Prince William County

_____

Kim Kadesch
FEMA Office of National Capital Region
Coordination

Sub-Appendix A. Advisory Council

ADVISORY COUNCIL
The Advisory Council will focus on program management and performance as related to operational and tactical issues within the strategy and objectives set by the HSEC. The Advisory Council serves as a "thought generator" which identifies threats, opportunities, and unmet homeland security, public safety, and emergency management needs and priorities in the region. The Advisory Council provides recommendations to the HSEC on how to address priority mission areas through specific programs by vigorously representing COG SME committees and stakeholders.

The scope and responsibilities of the Advisory Council include:

- Providing primary cross-cutting support for the HSEC;
- Standing for regionalism;
- Preparing all major operational and/or tactical recommendations for the HSEC;
- Chartering and/or providing guidance to regional projects; and
- Preparing reports for the HSEC as requested.

The Advisory Council prepares all major recommendations for HSEC consideration, including:

- Development of the Regional Guidance to guide local and state resourcing decisions;
- Regional priorities to guide Urban Area Security Initiative (UASI) and other grant decisions;
- Establishment of working groups to develop solutions; and
- Other policy recommendations for HSEC consideration or action.

The Advisory Council supports regional projects and programs and reports associated progress to the HSEC on:

- The current year's work;
- Outcomes from projects/solutions that are closing out (current year -1 or -2); and
- Plans for new projects/solutions or future work (current year +1 or +2).

The Advisory Council may request specific tasks of the SME universe or seek guidance from discipline-specific committees.

MEMBERSHIP
The HSEC Advisory Council is a cross-discipline and cross-jurisdictional group comprised of regional leaders and partner organizations. The membership of the HSEC Advisory Council shall include:

(1) RESF #1 (Transportation)

(2) RESF #1 (Transportation)

(3) RESF #2 (Chief Information Officers)

(4) RESF #2 (Chief Information Officers)

(5) RESF #4/9/10 (Fire Chiefs)

(6) RESF #4/9/10 (Fire Chiefs)

(7) RESF #5 (Emergency Managers)

(8) RESF #5 (Emergency Managers)

(9) RESF #8 (Health Directors)

(10) RESF #8 (Health Directors)

(11) RESF # 13 (Police Chiefs)

(12) RESF #13 (Police Chiefs)

(13) RESF #15 (Public Information Officers)

(14) RESF #15 (Public Information Officers)

(15) FEMA Office of National Capital Region Coordination (ONCRC)[24]

Ex-officio[25] members of the HSEC Advisory Council include:

- District of Columbia Emergency Response System (DCERS)
- District of Columbia Homeland Security and Emergency Management Agency
- Maryland Emergency Management Agency
- Maryland Emergency Response System (MDERS)
- Northern Virginia Emergency Response System (NVERS)
- Virginia Department of Emergency Management
- SAA representatives
- Other ex-officio members as determined by the HSEC Advisory Council.

Represented Membership

- RESF #2 (Chief Information Officers) will represent the Interoperable Communications Regional Programmatic Working Group and the 9-1-1 Directors.
- RESF #5 (Emergency Managers) will represent RESF #3a (Water), RESF #3b (Debris), RESF #6/11 (Mass Care, Housing, and Human Services), RESF #7 (Resource Support), RESF # 12 (Energy), and RESF # 16 (Volunteer and Donations Management).
- RESF #13 (Law Enforcement) will represent Critical Infrastructure Protection.

Terms

- To build capacity and ensure succession planning, Advisory Council members will serve staggered, rotating 24-month terms per RESF.
- Advisory Council members shall nominate a chairperson to serve for a 12-month term. The chair may serve multiple or consecutive terms.

ADVISORY COUNCIL WORKING GROUPS

The Advisory Council may charter working groups, as needed, to assess capabilities, develop programmatic solutions for regional priorities, oversee implementation of regional priorities, or perform other tasks. These multi-disciplinary, multi-jurisdictional groups will have a specific task, duration, and composition.

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[24] While the ONCRC is involved in the representing and integrating of federal homeland security programs, the representative will abstain from the final decision process on allocation of federal funding.

[25] Ex-officio members are critical to ensuring a broad perspective in regional preparedness, protection, and response. Members are precluded from contributing to decisions that have a strictly local implication (e.g. allocation of federal funding to local jurisdictions).

Sub-Appendix B. HSEC Support

DIRECT HSEC SUPPORT
METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
The Metropolitan Washington Council of Governments (MWCOG or COG) is an independent, nonprofit association that brings area leaders together to address major regional issues in the District of Columbia, suburban Maryland, and Northern Virginia. COG's membership is comprised of 300 elected officials from 23 local governments, the Maryland and Virginia state legislatures, and U.S. Congress. COG staff provides coordination, analytical, and strategic policy development support to the HSEC, Advisory Council, RESF committees, and Regional Programmatic Working Groups (RPWG), among others. Although the HSEC partners with COG and utilizes the organization as a support system, it is important to note that some HSEC members[26] fall outside of the COG Board and reporting structure. *Relationship diagram forthcoming.*

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[26] For example, state and federal members.

Sub-Appendix C. 2018 HSEC Members

COMMITTEE MEMBERS		
MEMBER JURISDICTION/ORGANIZATION	COMMITTEE MEMBER	ALTERNATE MEMBER
District of Columbia City Administrator	**Rashad Young, Chair-elect**	Kevin Donahue
District of Columbia HSEMA Director/Homeland Security Advisor	Chris Rodriguez	
District of Columbia HSEMA Deputy Director/Homeland Security Advisor	Timothy Spriggs	
State of Maryland MEMA Director	Russell Strickland	Kate Hession/Chas Eby
State of Maryland Homeland Security Advisor	Walter Landon	Cal Bowman
Montgomery County Chief Administrative Officer	Timothy Firestine	Earl Stoddard
Prince George's County Chief Administrative Officer	Nicholas Majett	Mark Magaw
Commonwealth of Virginia Secretary of Public Safety and Homeland Security	Brian Moran	Ryant Washington
Commonwealth of Virginia VDEM Director	Jeff Stern	Curtis Brown
Arlington County County Manager	Mark Schwartz	Jim Schwartz
City of Alexandria City Manager	Mark Jinks	Debra Collins
Fairfax County County Executive	Bryan Hill	Dave Rohrer

COMMITTEE MEMBERS		
MEMBER JURISDICTION/ORGANIZATION	COMMITTEE MEMBER	ALTERNATE MEMBER
Loudoun County County Administrator	**Tim Hemstreet, Chair**	Kevin Johnson
Prince William County County Executive	Chris Martino	Kevin McGee
FEMA ONCRC Director	Kim Kadesch	Joe Burchette

Appendix B: Standard Operating Procedures for Regionally Resourced Projects

Overview

The purpose of this document is to provide general guidance for the development and execution of regional projects. The document is intended to establish expectations for success and ensure the maintenance of regional capabilities.

Operating Procedures

Best Practices and Lessons Learned

During solution development, execution, or deployment, identify any best practices or lessons learned. This will ensure project managers are able to avoid known obstacles and utilize best practices in future iterations of the solution.

Project managers will be required to develop an after-action brief annually for the HSEC for all completed projects to determine if corrective actions implemented are having the intended effect.

Project Genesis

To reduce siloed efforts, consider all appropriate stakeholders during the development of projects. For example, a project whose primary client involves public safety, but includes a technology component (e.g., a software platform), should consider engagement with the Chief Information Officers Committee. Or, projects involving communications equipment should seek guidance from the Interoperable Communications Working Group (IC RPWG).

Outlined below are questions project leads should consider prior to submitting projects to the Advisory Council:

- During the development of the project, what subject matter experts should be consulted to ensure regional standards or requirements are incorporated and/or met?
  - Is there an established regional committee or working group that could be leveraged to support the development of the project?
- In addition to the primary user or consumer of the project (i.e., tool, equipment, etc.), what other stakeholders should provide feedback or potential vet?
  - Consider the impact of the project on other discipline groups, both operationally and fiscally.
- What regional entity is most appropriate to sponsor the project?
  - For example, projects that address firefighting should be sponsored by RESF 4. However, projects sponsored by RESF 4 may have a dual-use (e.g., bomb squads) and require a co-sponsorship with RESF 13.

At any time during the development of a project, guidance from the Advisory Council may be requested to ensure the appropriate stakeholder groups are aware of the effort.

Established Expectations

The HSEC or Advisory Council may provide additional guidance regarding solution outcomes, timeline, or overall approach. Project teams are expected to incorporate the guidance early in the process to ensure expectations are met.

For example, the HSEC may specify an end-date for Urban Area Security Initiative (UASI)-funded initiatives; upon reaching that end-date, the project would transition to alternative regional resources for support. In this example, the project manager may be required to develop options for transition, draft a memorandum of understanding (MOU), or determine a cost-sharing model.

Future Planning

To ensure project maintenance, anticipate future requirements early. This may include, but is not limited to:

- Replacement of equipment,
- Contract or license renewals,
- Governance structure (see below), or
- User agreements.

Future planning should also consider the totality of required resources. Ensure the requirements are tied to a timeline that addresses solution objectives and/or deliverables.

Governance

Under the guidance of the HSEC, Advisory Council, or solution sponsor, establish an appropriate governance structure. A well-defined and documented structure is critical to the long-term planning and sustainment of projects.

Governance may take the form of an oversight body (such a steering committee), MOU, strategic plan, or regional policies, procedures, or plans.

Information Sharing

Provide, as needed or requested, status briefings to solution sponsors or appropriate stakeholder groups.

Project team members will consistently share project information to support awareness of successes or struggles, and to maintain open dialogue between leadership and project leads.

To avoid siloed efforts, be as inclusive as possible. For example, projects involving discipline-specific situational awareness tools should be shared with Regional Emergency Support Functions (RESF) two and five for awareness.

Regional partners may recommend leveraging existing platforms or necessary security measures.

Leverage Regional Platforms

As appropriate, leverage existing regional capabilities during the development or execution of projects. For example, request the use of regionally-funded personnel to support training development or exercise planning before considering contract support. Or, to ensure the security of public safety applications or tools, integrate the Identity and Access Management System (IAMS) or utilize the National Capital Region Network (NCRnet).

Metrics

Develop and capture solution-specific metrics to demonstrate progress towards completing objectives, deliverables, and milestones.

Metrics should be clear, reasonable, and effective, utilizing data that can be reasonably obtained and which demonstrates return on investment.

The HSEC and Advisory Council recognize that not all solutions lend themselves to quantitative metrics. More creative approaches to demonstrating regional value are also acceptable.

Program-level Recommendations

Annually, incorporate program-level recommendations, as developed by the Advisory Council, into solution development worksheets to demonstrate increased capability, the development or expansion of governance, or the implementation of efficiencies.

Regional Guidance

To the extent practical, projects should align to the Regional Guidance issued by the HSEC. The Regional Guidance is a data-informed document developed by subject-matter experts; future-state outcomes identify areas in which increased capability or capacity is needed.

Appendix C: After-Action Brief for Implemented Regional Solutions Template

HOMELAND SECURITY EXECUTIVE COMMITTEE (HSEC)

AFTER-ACTION BRIEF
FOR IMPLEMENTED REGIONAL SOLUTIONS

Solution Overview	
Project Title	
Committee or Sponsor Name	
Project Manager or Point of Contact	
Regional Priority Addressed	

Purpose
The purpose of this form is to capture best practices and lessons learned from regionally-resourced projects to inform future opportunities.

Best Practices	
Provide three best practices identified during the planning, execution, deployment, or resulting impact of the solution. Include a brief discussion of how the best practices are anticipated to be (or were already) shared with regional partners.	

Best Practice	Sharing Approach

Lessons Learned	
Provide three lessons learned during the planning, execution, deployment, or resulting impact of the solution. Include a brief discussion of corrective actions.	

Lesson Learned	Corrective Action

Additional Information

As appropriate, share any additional information regarding the solution that may benefit regional partners. Consider how well the solution met established metrics, next steps, long-term resourcing requirements, additional governance requirements, etc.