

A map of the Washington, D.C. metropolitan area, showing various cities and roads. Overlaid on the map is a colorful network of nodes and lines, resembling a transit or infrastructure map. The nodes are in shades of red, yellow, and blue, and the lines are in shades of blue and red. The text 'HSEC' is prominently displayed in the center of the map.

# HSEC

## Advisory Council

### Advisory Council

2019 Solution Development Handbook

November 2018



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## 2019 Solution Development Handbook: Overview

### Introduction

In 2018, the Homeland Security Executive Committee (HSEC), Advisory Council, and subject-matter expert (SME) universe completed the first iteration of the solution development and resourcing process. The process included the development of regional projects, project evaluation utilizing a “zero-based” budgeting approach, and leveraging a multitude of resourcing options to support initiatives.

The intent of the 2019 solution development and resourcing process, refined with lessons learned from 2018, is to continue to employ an annual approach to priority setting, project development, and resource allocation. The approach seeks to promote collaboration amongst regional partners in the ongoing effort to buy down the additional risk inherent to the National Capital Region (NCR) and improve regional preparedness. This effort is also intended to further shift the region’s resourcing focus away from traditional means (e.g., Urban Areas Security Initiative [UASI] funding) and towards alternative resources<sup>1</sup>, such as leveraging regional or sub-regional assets, local funds, or other grants.

### Purpose

The purpose of this document is to provide applicants with guidance for developing comprehensive solution development worksheets. In addition to guidance, the handbook includes the following items:

- 2019 evaluation criteria;
- 2019 solution development worksheet; and
- 2019 Regional Guidance.

The Advisory Council is seeking thoughtful, well-researched, and forward-looking responses. Worksheets should provide the reader with an understanding of how a regional solution’s proposed outcomes will be achieved. The content captured within the worksheets will provide both the Advisory Council and HSEC with the information necessary to inform future spending and strategic action, build and maintain regional capabilities, and mitigate regional gaps.

### Intent of HSEC-Administered UASI Funding<sup>2</sup>

Developed by the HSEC’s Policy Group and approved by the HSEC in 2017, the “Intent of HSEC-Administered UASI Funding” outlines the approach the HSEC utilizes when resourcing solutions with UASI.

The intent of HSEC-administrated UASI funding is to:

- Buy down<sup>3</sup> additional risk across the NCR (i.e., address gaps in capability);
- Develop or validate regional capabilities within the NCR rather than funding baseline capabilities;

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<sup>1</sup> Alternative funding resources may include, but are not limited to: local budgets, UASI state share, other homeland security or public safety grants, and in-kind services (i.e., allocation of local staff support).

<sup>2</sup> The policy may be found in the *HSEC Operating Procedures and Policies*, located at: <https://www.mwcog.org/documents/homeland-security-executive-committee-hsec-operating-procedures-and-policies-homeland-security/>.

<sup>3</sup> Reduce or mitigate the risk inherent to the NCR given its location and demographic.

- Utilize after-action reports from real-world events, trainings, or exercises to evaluate the NCR's ability to prevent, prepare for, or respond to similar incidents;
- Expedite the development of a prioritized regional capability, when appropriate;
- Provide an opportunity to determine whether a project is feasible on a regional scale by piloting it on a local or sub-regional scale;
- Provide “seed funding<sup>4</sup>” 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<sup>5</sup> a current capability.

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<sup>4</sup> Initial support or startup funding for a new project; not intended to be sustained with UASI in perpetuity.

<sup>5</sup> Per the FY 2017 DHS Notice of Funding Opportunity, “Grant funds will be used to supplement existing funds, and will not replace (supplant) funds that have been appropriated for the same purpose.” [https://www.fema.gov/media-library-data/1496691855715-4d78d65ebb300900ce6c945931eff2c6/FY\\_2017\\_HSGP\\_NOFO\\_20170601v2014\\_605.pdf](https://www.fema.gov/media-library-data/1496691855715-4d78d65ebb300900ce6c945931eff2c6/FY_2017_HSGP_NOFO_20170601v2014_605.pdf)

## 2019 Solution Development and Resourcing Process: Overview

### Overview

The HSEC Advisory Council created the solution development worksheet to provide applicants with a standardized approach when proposing solutions (i.e., projects) for resourcing consideration. Proposed projects must improve or sustain the capability and/or capacity to prevent, protect against, mitigate, prepare for, respond to, and recover from homeland security and public safety threats in the NCR as well as align with all guidance as issued by the Department of Homeland Security, the Federal Emergency Management Agency (FEMA), and the HSEC.

The Advisory Council will evaluate all projects recommended by sponsoring entities. Following review and evaluation, proposed solutions will be:

- Sent to the HSEC with the Advisory Council's recommendation for resourcing;
- Sent back to the solution sponsor with a request for additional information; or
- Not recommended for HSEC resourcing.

If the Advisory Council recommends the proposed project for resourcing and the HSEC accepts the recommendation, the HSEC will determine the resources necessary to support the solution.

### Instructions

#### For Project Leads

1. Complete the solution development worksheet in its entirety.
2. Reference the following documents during the development process:
  - HSEC Regional Guidance;
  - Annual Solution Development Process;
  - Solution Development Handbook;
  - HSEC Operating Procedures and Policies;
  - Threat and Hazard Identification and Risk Assessment (THIRA);
  - Stakeholder Preparedness Review<sup>6</sup> (SPR);
  - 2015 National Preparedness Goal; and
  - Previous Homeland Security Grant Program Notice of Funding Opportunity (e.g., FY 2018).
3. Ensure all necessary stakeholders, such as Regional Working Groups (RWG) or Regional Emergency Support Function (RESF) committees, have reviewed and/or endorsed the solution.
  - For example, if the proposed project includes an information technology component, but RESF 2 is not the sponsor, it requires review and endorsement by RESF 2. As appropriate, incorporate the recommendations provided by the reviewing RESF or RWG.
  - If a project has a direct impact on more than one RESF, it must be sponsored by all appropriate committees and/or groups.
4. Submit worksheets to the project's sponsoring RESF(s)/RWG(s), through the committee's staff, for review.

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<sup>6</sup> Previously named the "State Preparedness Report."

- To ensure complete worksheets, committee staff may distribute solutions to additional RESF(s)/RPG(s) for review.
5. It is important to note that Advisory Council members, RESF or RWG chairs, the NCR State Administrative Agency (SAA), and/or COG staff may reach out to the point of contact for clarifying information. Please return information for the proposed solution in a timely manner. Failure to do so may result in delays in the evaluation process which may, in turn, result in the loss of consideration for resourcing during the requested cycle.

### **For Sponsors**

1. Utilizing the evaluation criteria provided, or an internal mechanism, review all solutions submitted for sponsorship.
2. Submit approved solutions to the SAA at [ncr.saa@dc.gov](mailto:ncr.saa@dc.gov). The SAA will work with COG staff to provide all the solutions to the Advisory Council for their review, evaluation, and recommendation to HSEC.
  - Approved solution development worksheets should be accompanied by an email indicating the sponsoring entities' support of the project(s).
3. For awareness, communicate sponsorship decisions with project leads.

### **For Emergency Response Systems**

1. Develop and submit a project list for the Advisory Council's awareness and review no later than close of business February 1, 2019.
  - The total funding amount of the project list should not exceed the anticipated FY 2019 allocation.
2. To the maximum extent possible, ensure projects align to at least one HSEC mission area: prevention, protection, and response.
  - Projects that fall outside of these mission areas must be accompanied by an explanation.

### **Timeline<sup>7</sup>**

The solution development worksheet may be submitted at any time during the remainder of the 2018 calendar year or entirety of the 2019 calendar year for resourcing consideration. Projects requesting consideration for FY 2019 UASI funding must be reviewed, approved, and submitted by the sponsoring RESF/RWG to the Advisory Council no later than close of business Friday, February 1, 2019.

- To provide sponsors with an appropriate review period, solutions must be submitted to sponsors no later than January 2, 2019.

The Advisory Council will review all projects submitted by sponsors in February and March 2019. To ensure any questions regarding the project can be answered during the review process, project leads and/or sponsors may be asked to attend Advisory Council review sessions.

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<sup>7</sup> The timeline is subject to change, dependent on FEMA requirements.



HSEC resourcing decisions are anticipated to occur in either April or May 2019.

Solutions that do not meet the deadline for UASI resourcing may still submit a worksheet. Per the *HSEC Operating Procedures and Policies*<sup>8</sup> (p.19), “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<sup>9</sup>’ projects will be catalogued until resourcing is available.”

### Eligible Solution Sponsors

Below is a list of eligible sponsors<sup>10</sup> for solutions. As outlined in the instructions section, worksheets must be reviewed and approved by a sponsoring entity prior to submission to the Advisory Council. Solutions that address a multi-disciplinary issue may require more than one sponsor, or at minimum, review and endorsement by other committees or working groups.

Subcommittees of primary RESFs must submit proposed solutions to their parent committee for initial review. Solution development worksheets that do not follow this process will be returned to the appropriate RESF.

Worksheets that address cross-cutting initiatives impacting most disciplines, such as situational awareness, may be sponsored by a regional working group. However, endorsement by individual RESFs is recommended.

- RESF 1: Transportation
- RESF 2: Information Technology
- RESF 3a/b: Water and Debris
- RESF 4/9/10: Firefighting, Search & Rescue, HAZMAT
- RESF 5: Emergency Management
- RESF 6/11: Mass Care, Human Resources, Natural Resources
- RESF 8: Public Health and Medical Services
- RESF 12: Energy
- RESF 13: Law Enforcement
- RESF 15: Public Information
- RESF 16: Volunteer and Donations Management
- Emergency Response Systems
  - District Preparedness System (DPS)
  - Maryland Emergency Response System (MDERS)
  - Northern Virginia Emergency Response System (NVERS)
- Regional Working Groups
  - 9-1-1 Directors Committee

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<sup>8</sup> The *HSEC Operating Procedures and Policies* may be found here: <https://www.mwcog.org/documents/homeland-security-executive-committee-hsec-operating-procedures-and-policies-homeland-security/>.

<sup>9</sup> Predesigned and approved project, suitable to initiate with little lead time.

<sup>10</sup> Projects focused on logistics and recovery (i.e., RESFs 7 and 14), are not precluded from submission. While established committees do not exist, an alternative sponsor may be requested.

- Complex Coordinated Attack (CCA) Working Group
- Critical Infrastructure Protection Working Group
- Cyber Working Group
- Fusion Center Working Group
- Interoperable Communications Regional Programmatic Working Group
- Securing the Cities (STC)
- Situational Awareness Working Group

## 2019 Solution Development Worksheet: Guidance

### Overview Section

For ease of review by Advisory Council members, complete the overview section with the following information:

- **Solution title:** the title of the project;
- **Funding requested:** the total amount requested;
- **Sponsor:** the sponsoring entity;
- **Description:** a one to two sentence description of the project; and
- **Reviewers:** the entities in addition to the solution sponsor that review the worksheet.

### Gated Criteria

The non-number questions on page 1 and first question on page 2 of the solution development worksheet correlate to the gated criteria contained within the solution evaluation criteria (see Appendix B for a copy of the evaluation criteria). Ensure these items are answered and/or completed, as they are requirements for the solution to be fully evaluated by the Advisory Council.

### On-time Submittal

- Be cognizant of associated due dates and submit on time. The Advisory Council may not review late items during the corresponding cycle.

### Regional Buy-in

- Ensure all necessary stakeholders (e.g., RWGs or RESF committees) have reviewed and approved the solution. Applicants should consider working with the appropriate committees to review the solution as a formal agenda item at a regularly-scheduled committee meeting.
- In the “reviewer” box, indicate which committees or groups besides the sponsor reviewed the solution. Reviews are intended to be for informational purposes only, however, groups are encouraged to provide sponsors with any comments, questions, or concerns regarding the solution.

### Core Capability Alignment

- At a minimum, select the primary alignment to the core capabilities<sup>11</sup>. If appropriate, select a second capability.
- If approved for UASI resourcing, this information is required in the NCR’s application to FEMA.

### Regional Guidance Alignment

- Identify the regional priority or priorities that the solution is designed to address (see Appendix C for a copy of the Regional Guidance). Fully explain how the solution aligns with the selected priority.

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<sup>11</sup> For more information, please visit: <https://www.fema.gov/core-capabilities>.

- Applicants may select all appropriate priorities, regardless of priority date (e.g., 2017-2020 or 2018-2021). In other words, priorities with earlier completion dates do not necessarily need to be addressed first.

## Non-Scored Criteria

### Point of Contact

Question 1: Ensure all information is complete and accurate. List the name(s) of the sponsoring entity as well as contact information for the chair or lead. Sponsors are required to review and approve the solution prior to submission to the SAA. List the sub-recipient along with a project manager or point of contact.

## Scored Criteria

### Purpose

Question 2: Describe the purpose of the solution, including the problem statement or identified gap that the solution seeks to address (i.e., what is the problem and how will it be addressed). Provide a discussion of the solution's intended goals, measurement of goal attainment, and approach by which NCR jurisdictions will be involved and/or engaged.

### Outcome

Question 3: Describe the solution's intended outcome (i.e., the capability that will be achieved or gap[s] mitigated).

Explain what the solution ultimately seeks to address. What end state will be reached if this solution is resourced and completed? Consider explaining what the NCR looks like once the project is completed. The response can also be discussed in terms of a gap that will be mitigated through the proposed solution.

### Regional Applicability

Question 4, Part 1: Describe why and how the solution is applicable to the NCR.

Utilize current or historical trend, gap, or threat analysis data to explain why the proposed solution is necessary to the safety and security of the NCR (i.e., why is the issue or gap important for the NCR to address). Responses should indicate alignment to the Regional Guidance, THIRA, and/or SPR. Provide a discussion of the solution's (or a comparable approach) success in increasing safety and security in an NCR jurisdiction or other geographic location.

Question 5, Part 2: Explain why the proposed solution or approach is recommended.

Outline any alternative solutions researched prior to selecting the submitted one. Explain why the proposed solution is the best approach for the region, including, if necessary, discussion of why and how alternative solutions will not meet the needs of the region, such as limited capacity, outdated technology, inability of vendor to produce within a necessary time, etc. (i.e., why was this solution selected and not another).

To ensure fiscal responsibility, provide a cost analysis of other, comparable solutions. If the proposed solution is more resource intensive than others discussed, explain why it is still the best option for the region.

## Impact

**Question 6:** Indicate the regional, sub-regional, or jurisdictional impact the solution seeks to achieve.

Indicate, via checkbox, the regional, sub-regional, or jurisdictional impact the solution seeks to achieve.

1. Explain how the solution will benefit the entire NCR (e.g., each jurisdiction will receive a new or expanded capability to support prevention, preparedness, or response).
  - Specifically, discuss what in the NCR, sub-region, or jurisdiction will be improved upon once the project is completed.
  - This discussion will be most critical when the solution's impacts are primarily sub-regional or jurisdictional.
2. Define which partners need to participate to achieve the desired end state. To avoid siloed or duplicative efforts, describe how regional partners will be engaged in sub-regional or jurisdictional solutions.

## Metrics

**Question 7:** List the established or anticipated performance metrics and discuss how progress toward, or completion of, the intended outcomes will be measured.

Include current or forward-looking metrics that explain how the solution's return on investment will be assessed. Discuss the qualitative or quantitative metrics that will be used to measure progress toward the completion of intended outcomes, objectives, and deliverables, such as:

- Within the first six months of the period of performance, 125,000 people (i.e., the total population signed up to receive alerts), will be messaged, providing them with an awareness of basic disaster preparedness; or
- A total of eight widgets will be procured and deployed by February 2020. The widgets will reduce fire and emergency medical response (EMS) time by eight seconds.

Ensure that the approach is clear, reasonable, and effective; data can be reasonably obtained; and the approach effectively demonstrates return on investment. Emphasize the value and improvements the approach produces, as opposed to the amount of data or number of analyses it generates.

If the solution is approved for resourcing, the Advisory Council will validate the metrics and request periodic updates on project status.

## Objectives and Deliverables

**Question 8:** List the primary objectives and deliverables for achieving the solution's intended outcome(s). Additional objectives and/or deliverables may be added as appropriate.

In the table provided in the solution development worksheet, list the primary objectives and deliverables involved in achieving the solution's intended outcome(s). Describe deliverables in a manner that explains how they will achieve the objectives. Describe how objectives indicate progress against achieving the solution's outcome. Think of this section as a roadmap that tells the story of how the outcome will be achieved. Deliverables and objectives should logically build upon one another, and should adhere to clear and reasonable timeframes.

Additional objectives and/or deliverables may be added to the worksheet as appropriate.

To ensure specific, measurable, achievable, realistic, and time-bound objectives, consider outlining in a “S.M.A.R.T.” format<sup>12</sup>. The objectives should discuss:

- Tangible end products that will be developed to achieve the outcome;
- Metrics (e.g., quantity, cost, deadline);
- Project start and end dates; and
- Alignment with the Regional Guidance.

The graphic below visually explains how deliverables (i.e., the tangibles or outputs of the project) will enable the objectives (i.e., performance indicators) to be achieved, all of which must logically build up to the project’s outcome(s) (i.e., end state).

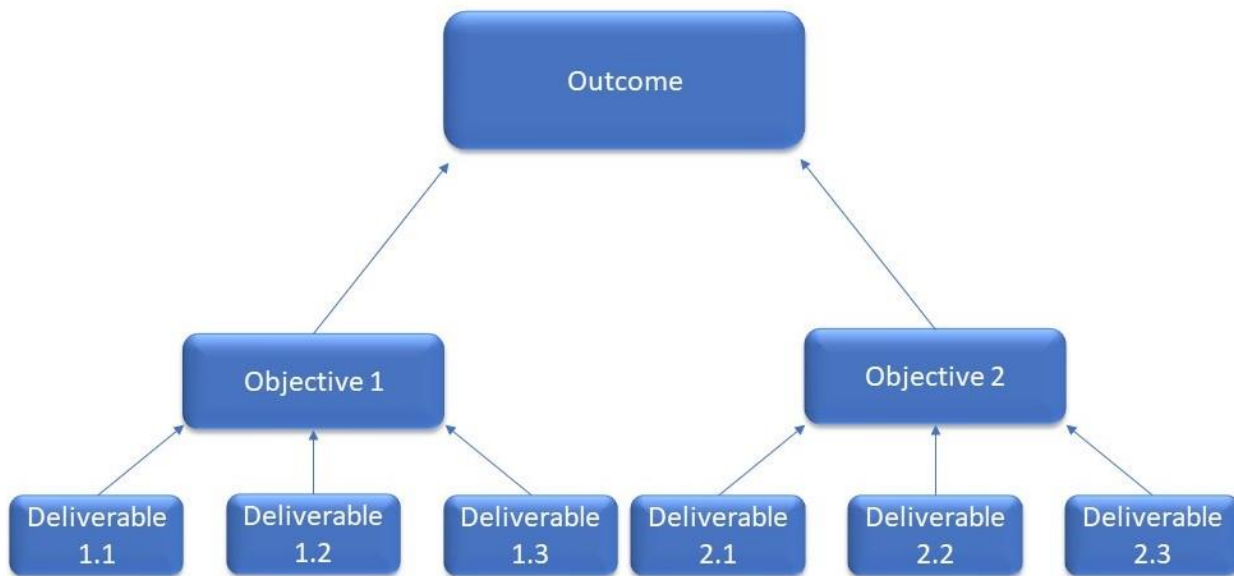


Figure 1. Outcome, Objective, Deliverable Diagram

### **Budget**

**Question 9:** Provide a general summary of the resourcing requirements associated with this solution. Use the space provided to outline any requirements that do not fit within one of the categories.

The solution development worksheet includes a table, categorized by POETE elements, to summarize the anticipated resourcing requirements associated with the proposed solution. Be concise and specific. The reader should have a comprehensive understanding of all items encompassed within the budget. The response should include, but is not limited to, detailing the quantity and type of equipment, specifying the number of personnel, and highlighting the components of a training or exercise.

Ensure the budget is aligned with the solution’s outcome, objectives, and deliverables. When necessary, provide a greater description of this alignment in the space provided.

<sup>12</sup> You may wish to outline objectives in a “S.M.A.R.T.” format (<https://hr.wayne.edu/leads/phase1/smart-objectives>).

Avoid bundling costs. Instead of stating “program management team,” list the individuals or positions and associated costs such as travel, training, or indirect costs. Instead of notating the procurement of a “training kit,” specify the components of the kit (e.g., participant handbooks, training aids). When necessary, provide additional information in the space available.

**Budget Part 2:** Outline any requirements or considerations that do not fit within the categories listed in question 9.

Use the text box provided in the solution development worksheet to further define requirements not captured in question 9. For example, if an operational plan is a component of the solution but does not have an associated financial cost, discuss how the document will be completed (e.g., leveraging regional resources, working groups).

## **Additional Non-Scored Criteria**

### **Solution History**

**Question 10:** If this is an established solution, provide a brief history. Discuss additional funding previously and currently received, to include significant increases or reductions and supplemental funding from agencies. Describe project outcomes, current usage (day-to-day or for emergencies), reliance on or interdependencies with other capabilities, and/or significant decisions. New solutions should only answer applicable parts of this question.

This question is intended to provide a greater understanding of the solution for evaluators who may not be familiar with it. Include any major components of the solution’s genesis.

For established solutions (or new solutions as applicable), provide the reader with a brief historical overview, including the following elements:

- The inception date of the solution (i.e., when the solution was first resourced) and original intended purpose;
- A general understanding of the solution’s evolution, to include significant changes in scope or outcome;
- An overview of funding previously or currently received:
  - Any significant funding increases or reductions;
  - Types of funding received (e.g., grants, local government contributions); and
  - Contributions from states or partner agencies.
- An explanation of current usage (e.g., if equipment, whether it is used daily or in emergencies only); and
- A brief explanation of any significant decisions regarding the solution, such as an expansion of support staff for the solution to ensure 24/7 capability.

### **Future Planning**

**Question 11** is separated into two parts. The first seeks to identify resource requirements for multi-year solutions and the second requests information on the structures that need to be implemented to ensure long-term success.

- **Part 1:** To accurately forecast multi-year requirements, provide a discussion of the duration and timeline of the resourcing necessary to implement the solution. Be as specific as possible, to

include year-by-year anticipated costs broken down by POETE. Consider long-term resourcing needs, such as operating expenses, equipment replacement, staff commitment, and upgrades/enhancements. Explain the anticipated length of time necessary to achieve the solution's outcome (i.e., whether multiple years of resourcing will be required). Use the table provided in the solution development worksheet to detail yearly expenditures. This will be most critical when variable out-year costs are anticipated. Lastly, outline long-term resourcing needs to maintain the program. Informed transition plans for solutions initially resourced with UASI funding, should demonstrate an understanding of general operating expenses, lifecycle of equipment, staff commitment, and future equipment or software upgrades or enhancements. For example, "In year 5 of the program, an increase of funding will be required to replace expiring equipment."

- **Part 2:** Describe what other support is necessary to ensure sustainment of the solution, such as the development of a governance structure, user agreements, and/or cost-sharing models. Discuss anticipated or necessary support structures including, but not limited to, a formal or codified governance structure, user agreements outlining the responsibilities of participating agencies, or cost-sharing models to support transition planning.

### **Completed Milestone**

**Question 12:** If an established solution, specify the solution's most recently completed milestone. Consider referencing the prior quarter's status report. If approved for UASI resourcing, this information is required in the NCR's application to FEMA.



## Appendix A: 2019 Solution Development Worksheet

Below is the 2019 solution development worksheet. The purpose of the worksheet is to provide applicants with a standardized approach when proposing solutions (i.e., projects) for resourcing consideration.

# 2019 SOLUTION DEVELOPMENT WORKSHEET

Overview	
<b>Solution Title</b>	
<b>Funding Requested</b>	
<b>Sponsor</b>	
<b>Description</b>	
<b>Reviewers</b>	
<b>Core Capability<sup>13</sup> Alignment</b>	
<i>Select the primary and, if applicable, secondary alignment to the Core Capabilities</i>	
<b>Primary</b> Choose an item.	<b>Secondary</b> Choose an item.
<b>Regional Guidance Alignment</b>	
<i>Identify the regional priorities that this solution is designed to address.<sup>14</sup> After you check the appropriate boxes, discuss how the solution aligns with the Regional Guidance below.</i>	
<input type="checkbox"/> Intelligence, Information Sharing, and Situational Assessment <input type="checkbox"/> Cybersecurity <input type="checkbox"/> Operational Coordination <input type="checkbox"/> Complex Coordinated Attack <input type="checkbox"/> Interoperable Communications <input type="checkbox"/> Programmatic Approach to Regional Exercises <input type="checkbox"/> Leadership Development <input type="checkbox"/> Other _____	

<sup>13</sup> For more information, please visit: <https://www.fema.gov/core-capabilities>.

<sup>14</sup> For additional information, please consult the 2018 Regional Guidance.

**1. Point of Contact**

<b>Sponsor</b>	
<b>Chair or Point of Contact</b>	Name:
	Agency:
	Phone:
	Email:
<b>Sub-recipient</b>	
<b>Project Manager or Point of Contact</b>	Name:
	Agency:
	Phone:
	Email:

**2. Purpose**  
*Describe the purpose of the solution.*

**3. Outcomes**  
*Describe the solution's intended outcomes (i.e., the capability that will be achieved or gap[s] mitigated).*

**4. Regional Applicability – Part 1**  
*Describe why and how the proposed solution is applicable to the NCR.*

**5. Regional Applicability – Part 2**  
*Describe why the proposed solution or approach is recommended.*

### 6. Impact

*Indicate the regional, sub-regional, or jurisdictional impact the solution seeks to achieve.*

- Regional (the entire NCR)
- Sub-regional (the District, suburban Maryland, or Northern Virginia)
- Individual Jurisdiction or Agency
- Other \_\_\_\_\_

#### Description of the Regional Impact

### 7. Metrics

*List the established or anticipated performance metrics and discuss how progress towards, or the completion of, intended outcomes will be measured.*

- (1)
- (2)
- (3)
- (4)
- (5)

### 8. Objectives and Deliverables

*List the primary objectives and deliverables for achieving the solution's intended outcome(s). Additional objectives and/or deliverables may be added as appropriate.*

**Outcome: <insert outcome(s)>**

Category	Description	Start Date	End Date
<b>Objective 1</b>			
Deliverable 1.1			
Deliverable 1.2			
Deliverable 1.3			
<b>Objective 2</b>			
Deliverable 2.1			
Deliverable 2.2			
Deliverable 2.3			

**9. Budget**

*Provide a general summary of the resourcing requirements associated with this solution. Use the space below to outline any requirements that do not fit within one of the categories.*

Category	Description of Costs	Amount
Planning		
Organization		
Equipment		
Training		
Exercises		
<b>TOTAL FY 2019 AMOUNT REQUESTED</b>		

**Part 2: Additional Information**

*Outline any requirements that do not fit within the categories listed in Question 9.*

**10. Solution History**

*If this is an established solution, provide a brief history. Discuss additional funding previously and currently received, to include significant increases or reductions and supplemental funding from agencies. Describe project outcomes, current usage (day-to-day or for emergencies), and/or significant decisions. New solutions should only answer applicable parts of this question.*

### 11. Future Planning

**Part 1:** *To accurately forecast multi-year requirements, provide a discussion of the duration and timeline of the resourcing necessary to implement the solution. Be as specific as possible, to include year-by-year anticipated costs broken down by POETE. Consider long-term resourcing needs, such as operating expenses, equipment replacement, staff commitment, upgrades/enhancements, etc.*

Discussion:

Year	Description	Amount
FY 2020 <sup>15</sup>		
FY 2021		
FY 2022		

**Part 2:** *Describe what other support is necessary to ensure sustainment of the solution (e.g. development of a governance structure, user agreements, cost-sharing models).*

### 12. Completed Milestone

*If the project previously received UASI funding, specify the most recently completed milestone.*

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<sup>15</sup> This suggests federal fiscal year (FY) 2020 – the first “out year” following the FY 2019 UASI allocation; should the solution be approved for resourcing.

## Appendix B: 2019 Solution Evaluation Criteria

The purpose of the criteria is to create a standardized evaluation tool for the HSEC Advisory Council when reviewing and evaluating solutions (i.e., projects) developed for regional resourcing consideration.

For ease of review, each question in the solution development worksheet correlates to the same numbered question in the evaluation criteria. Applicants are encouraged to consult the document while creating solution development worksheets to ensure thorough responses that meet the criteria.

# 2019 SOLUTION EVALUATION CRITERIA

## Overview

The purpose of this document is to create a standardized evaluation tool for the Homeland Security Executive Committee (HSEC) Advisory Council when reviewing and evaluating solutions (i.e., projects) developed for regional resourcing consideration.

Solutions will be evaluated based on the gated and scored criteria. Gated criteria are baseline requirements that must be met for the solution to move on to the scored criteria phase. Scores range from 0 to 4 and certain questions are weighted (e.g., will receive a two-times multiplier). Solutions receiving the highest scores will be recommended to the HSEC for consideration. Non-scored criteria are for informational purposes and will inform future planning.

## Critical Assumptions

Using the “big hat” approach, the Advisory Council will fairly evaluate all proposed solutions using the scored criteria and scoring rubric.

## Scoring Process

Evaluators will utilize whole numbers only.

Overview	
<b>Solution Title</b>	
<b>Funding Requested</b>	
<b>Sponsor</b>	
<b>Description</b>	
<b>Reviewers</b>	

Gated Criteria

Category	Question	Y/N
<b>On-Time Submittal</b>	If applicable, was a completed worksheet submitted by the deadline?	
<b>Regional Buy-In</b>	Did the solution receive the necessary review and approval from all appropriate stakeholders (e.g., RESF or RWG chairs)?	
<b>Core Capability</b>	At a minimum, was a primary core capability selected?	
<b>Regional Guidance</b>	Does the solution align with the priorities outlined in the Regional Guidance <sup>16</sup> ?	

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<sup>16</sup> For the evaluator: Ensure that the Regional Guidance alignment discussion provided by the applicant in the solution development worksheet is clearly defined, defensible, and corresponds to the boxes checked by the applicant. If no discussion is provided in this section, then the applicant does not meet the gated criteria.

Scored Criteria		
Category	Evaluation Criteria	Score
<b>1. Point of Contact</b>	Ensure the information provided within this section is complete and accurate.	N/A
<b>2. Purpose</b>	<p>The purpose should adequately outline the problem statement or identified capability gap in the NCR. It should include clearly defined goals and participants.</p> <p>2 = The solution identifies a problem statement and/or regional gap, discusses anticipated goals, and how participants will engage.</p> <p>1 = The solution identifies a problem statement and/or regional gap, but does not discuss anticipated goals or how participants will engage.</p> <p>0 = The solution does not identify a problem statement and/or regional gap, nor discusses goals or participants.</p>	
<b>3. Outcomes<sup>17</sup></b>	<p>The solution's intended outcome(s) should be clearly defined, providing justification as to how a capability will be achieved or gap(s) mitigated. Based on the response as written, rate the solution's approach to enhancing a capability or mitigating a gap:</p> <p>4 = The solution will significantly enhance a regional capability and/or completely mitigate a gap.</p> <p>3 = The solution will enhance, but not significantly, a regional capability or partially mitigate a gap.</p> <p>2 = The solution will slightly enhance a regional capability or marginally mitigate a gap.</p> <p>1 = The solution will have a limited impact on a regional capability or gap.</p> <p>0 = The solution will not enhance a regional capability nor mitigate a gap.</p>	

<sup>17</sup> Weighted criteria.



Scored Criteria		
Category	Evaluation Criteria	Score
<b>4<sup>18</sup> &amp; 5. Regional Applicability</b>	<p>The response should demonstrate the solution’s necessity to increase the safety and security of the NCR. Based on the response as written, rate the solution’s necessity to the region:</p> <ul style="list-style-type: none"> <li>4 = The solution is completely necessary to increase the safety and security of the NCR.</li> <li>3 = The solution would be very useful, but not necessary, to the NCR.</li> <li>2 = The solution would adequately address a problem in the NCR.</li> <li>1 = The solution would have very limited usefulness to the NCR.</li> <li>0 = The solution is not necessary for the NCR.</li> </ul>	
	<p>The response should justify that the proposed solution is the best approach for the region (i.e., compatible with current regional infrastructure, cost effective, enhances an existing capability, customizable for the region, etc.). Based on the response as written, rate the solution’s applicability to the region:</p> <ul style="list-style-type: none"> <li>4 = The solution is the most applicable approach for the NCR.</li> <li>3 = The solution is applicable to the NCR.</li> <li>2 = The solution is not the most applicable for the NCR.</li> <li>1 = The solution would have very limited applicability to the NCR.</li> <li>0 = The solution is not applicable to the NCR.</li> </ul>	

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<sup>18</sup> Weighted criteria.

Scored Criteria		
Category	Evaluation Criteria	Score
<b>6. Impact<sup>19</sup></b>	<p>The response should demonstrate the regional, sub-regional, or jurisdictional impact the solution seeks to achieve and discuss how the region will benefit from the solution.</p> <p>4 = The solution will benefit and engage the entirety of the region.</p> <p>3 = The solution will benefit and/or engage most of the region (e.g., engagement and/or benefit for two of the sub-regions).</p> <p>2 = The solution will benefit and/or engage part of the region (e.g., engagement and/or benefit for a single sub-region).</p> <p>1 = The solution will benefit and/or engage a single jurisdiction.</p> <p>0 = The engagement and/or benefit to the region is unclear.</p>	
<b>7. Metrics</b>	<p>The response should demonstrate how progress towards, or completion of, the intended outcomes will be measured. Based on the response as written, rate the solution’s return on investment to the NCR.</p> <p>4 = The solution provides a clear, reasonable, and effective strategy for completing the project and demonstrates a significant regional return on investment.</p> <p>3 = The solution provides a somewhat clear, reasonable, and effective strategy for completing the project and demonstrates a regional return on investment.</p> <p>2 = The solution provides a limited strategy for completing the project and minimally demonstrates a regional return on investment to the region.</p> <p>1 = The solution provides an unclear strategy for completing the project and negligibly demonstrates a regional return on investment.</p> <p>0 = The solution does not provide a strategy for completing the project nor demonstrates a regional return on investment.</p>	

<sup>19</sup> Weighted criteria.

Scored Criteria		
Category	Evaluation Criteria	Score
<p><b>8. Objectives and Deliverables</b></p>	<p>The solution should provide objectives and deliverables that logically build upon and integrate with each other. All components should describe how they will contribute to achieve the solution’s outcome(s). Based on the response as written, rate the solution’s objectives and deliverables.</p> <p>4 = The solution provides clear objectives and deliverables that logically build upon and integrate with each other, all of which contribute towards achieving the outcome(s).</p> <p>3 = The solution provides objectives and deliverables that build upon and integrate with each other, all of which contribute towards achieving the outcome(s).</p> <p>2 = The solution provides limited information on objectives and deliverables and it is unclear how the outcome(s) will be achieved.</p> <p>1 = The solution provides very little information on objectives and deliverables and it is unclear how the outcome(s) will be achieved.</p> <p>0 = The solution does not provide objectives or deliverables.</p>	
<p><b>9. Budget</b></p>	<p>The solution should provide a clear, comprehensive, and reasonable budget that articulates how the outcome, objectives, and deliverables will be achieved. Based on the response as written, rate the solution’s proposed budget.</p> <p>4 = The solution provides a clear, comprehensive, and reasonable budget that articulates how the outcome, objectives, and deliverables will be achieved.</p> <p>3 = The solution provides a budget, but it may not be clear, comprehensive, or reasonable. It articulates how the outcome, objectives, and deliverables will be achieved.</p> <p>2 = The solution provides a partial budget that minimally articulates how the outcome, objectives, and deliverables will be achieved.</p> <p>1 = The solution provides an incomplete budget that does not articulate how the outcome, objectives, and deliverables will be achieved.</p> <p>0 = The solution does not provide a budget.</p>	

Non-Scored Criteria		
Category	Question	Y/N
<b>10. History</b>	Does the worksheet provide a thorough description of the solution's history?	
	Does the solution support day-to-day and emergency operations?	
<b>11. Future Planning</b>	Does the worksheet provide a timeline of future expenditures?	
	Will the solution require long term resourcing to achieve or maintain the desired outcome?	
	Does the solution outline additional support necessary (e.g., establishment of a governance structure, user agreements, technology modifications, etc.)?	
<b>12. Completed Milestone</b>	Does the solution provide its last completed milestone?	

Priority
<p>Based on the overall response, rate the resourcing priority of the solution:</p> <p>4 = The solution is the greatest priority to the region and must be resourced as soon as possible.</p> <p>3 = The solution is a priority to the region and should be resourced soon.</p> <p>2 = The solution is important, but does not need to be resourced immediately.</p> <p>1 = The solution is not a necessity and resourcing should be given to priority initiatives.</p> <p>0 = The solution is not a priority and should not be resourced.</p>

Resourcing Recommendation
<input type="checkbox"/> Fully Fund with UASI <input type="checkbox"/> Split Resourcing <input type="checkbox"/> Alternative Resourcing <input type="checkbox"/> Not Recommended for Resourcing <input type="checkbox"/> Other _____

## Appendix C: Regional Guidance

Below is the 2019 Regional Guidance.

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# HOMELAND SECURITY EXECUTIVE COMMITTEE REGIONAL GUIDANCE

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

STAKE AND PROFILE

2017 - 2020 PRIORITIES

2018 - 2021 PRIORITIES

REGIONAL GUIDANCE

## REGIONAL GUIDANCE OVERVIEW



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

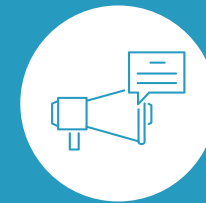
- HSEC exists to help jurisdictions anticipate and prepare for situations that require regional coordination and response. Its members are charged with establishing a shared perspective across local, state, and federal decision-makers on the risks and unmet security needs of the region. The intent of regional alignment is to set direction, collect information on threats and opportunities, assess gaps, and determine how to focus resources to address risks.
- The HSEC is responsible for increasing regional interoperability, demonstrating leadership, considering all solutions to address regional gaps, leveraging local assets to promote cost sharing/savings, and building regional capacity.



### THE REGIONAL GUIDANCE:

The purpose of this regional guidance is to:

- Communicate regional homeland security priorities in a way that influences local, state, and federal planning, spending, and action.
- Inform jurisdictional decision-makers of the region's threats, capabilities, and priorities to ensure a regional perspective is considered during state and local budget planning, programmatic design, and project execution.
- Highlight the importance of fostering collaboration, building trusted relationships, and investing in regional priorities at the state and local level.



### CALL TO ACTION:

- Appointed and elected officials in the National Capital Region (NCR):
  - » Consider a regional perspective and the regional priorities outlined in the Regional Guidance during your individual budget planning cycles.
- Discipline chiefs, department leaders, and subject matter experts:
  - » Incorporate regional priorities into your strategy and work plan development. Contribute to the development of programmatic solutions for addressing regional gaps, developing capabilities, and building capacity.
- The homeland security and public safety community in the NCR:
  - » The Urban Area Security Initiative (UASI) grant is not a sustainable or sufficient method of resourcing regional initiatives and addressing regional priorities.
  - » The majority of the homeland security and public safety initiatives are provided by local and state governments, with supplemental federal funding. Therefore, it is critical that a collective regional perspective is maintained at the state, local, and federal levels.

# HOMELAND SECURITY EXECUTIVE COMMITTEE REGIONAL GUIDANCE

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## STAKE AND PROFILE

## 2017 - 2020 PRIORITIES

## 2018 - 2021 PRIORITIES

## REGIONAL GUIDANCE

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

### DEFINITION OF REGIONALISM

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

### PROFILE OF THE NATIONAL CAPITAL REGION

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

### NATIONAL CAPITAL REGION SNAPSHOT



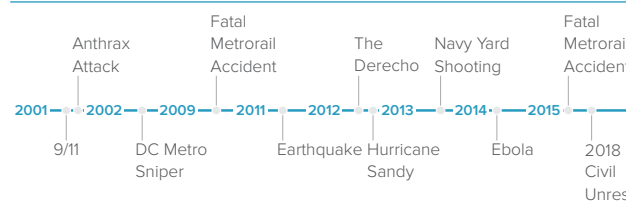
### THE NCR IS HOME TO...

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

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

### RECENT EVENTS IN THE NATIONAL CAPITAL REGION

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



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

### CURRENT REGION'S RISK PROFILE

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

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

### CURRENT THREATS

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

### WHAT'S AT STAKE?

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



# HOMELAND SECURITY EXECUTIVE COMMITTEE REGIONAL GUIDANCE

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REGIONAL GUIDANCE

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

## COMPLEX COORDINATED ATTACKS (CCA)



### PRIORITY

By 2020, improve the region's ability to:

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

### STATUS OF CCA PRIORITY:

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

## INTEROPERABILITY

### PRIORITY

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

### STATUS OF INTEROPERABILITY PRIORITY:

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



## PROGRAMMATIC APPROACH TO REGIONAL EXERCISES



### PRIORITY

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

### STATUS OF PROGRAMMATIC APPROACH TO REGIONAL EXERCISES PRIORITY:

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



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2017 - 2020 PRIORITIES

2018 - 2021 PRIORITIES

REGIONAL GUIDANCE

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

## INTELLIGENCE, INFORMATION SHARING, AND SITUATIONAL ASSESSMENT



### PRIORITY STATEMENT

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

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

### FUTURE OUTCOMES

Within three years, the region will have:

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

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

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

## CYBERSECURITY

### PRIORITY STATEMENT

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

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

### FUTURE OUTCOMES

Within three years, the region will have:

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

### STATUS OF CYBERSECURITY PRIORITY:

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



## OPERATIONAL COORDINATION

### PRIORITY STATEMENT

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

The effective coordination of operational capabilities.

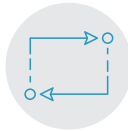
### FUTURE OUTCOMES

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

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

### STATUS OF OPERATIONAL COORDINATION PRIORITY:

While there are several projects that address operational coordination, the HSEC and its Advisory Council are still developing initiatives that directly address this priority.



# HOMELAND SECURITY EXECUTIVE COMMITTEE REGIONAL GUIDANCE

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STAKE AND PROFILE

2017 - 2020 PRIORITIES

2018 - 2021 PRIORITIES

REGIONAL GUIDANCE

The heart of regional preparedness is in individual jurisdictions making planning and budget decisions that address regional risks and unmet needs.

## 2017 - 2020 PRIORITIES



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

## 2018 - 2021 PRIORITIES



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

## ONGOING PRIORITY: LEADERSHIP DEVELOPMENT



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

## 2019 REGIONAL PRIORITY DEVELOPMENT PROCESS



### Data Analysis and Distillation Process

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



### Recommendation Development

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



### Priority Selection

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



### Capability Development

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

## THE HSEC ACKNOWLEDGES:

### INTERDEPENDENT PRIORITIES

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

### POETE ELEMENTS

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