



NATIONAL CAPITAL REGION  
EMERGENCY PREPAREDNESS COUNCIL (EPC)

Wednesday, February 8, 2017  
2:30 P.M - 4:30 P.M.

Ronald F. Kirby Training Center (First Floor)

**1) Welcome, Announcement(s), and Approval of Minutes**

*David Snyder, Vice Mayor, Falls Church; Chairman, EPC*

- a) Chairman Snyder opened the meeting at 2:30 p.m. at which time he invited all participants to provide self-introductions, and he provided an overview of the agenda.
- b) Chairman Snyder invited Jon Stewart, State Program Manager, DC HSEMA to present a status of DHS Complex Coordinated Terrorist Attack (CCTA) special grant request for the NCR.
  - 1) Based on grant guidance from FEMA, the grant program is open to all jurisdictions with total competitive funding of approximately \$36M, each grant will be capped at \$2.5M per jurisdiction, and a performance start date of June 2017 with 36 months being allowed for completion.
  - 2) The consensus was to submit a single regional application and the District agreed to spearhead the application process and to convene a small CCTA Working Group to coordinate the application efforts that address the immediate needs of the region, regional preparedness for complex coordinated attacks, and identify vulnerabilities throughout the region as focal points.
  - 3) The CCTA Working Group conducted detailed jurisdiction by jurisdiction capabilities gap assessment and identified targets for planning, training exercises, and equipment that were sent through the Advisory Group to the HSEC for approval.
  - 4) To capitalize on one of the recommendations from HSEC to see a regional programmatic approach to exercises, the CCTA will use this DHS grant opportunity to spearhead a series of regional table top exercises to address gaps and unmet needs. After which, sub regional tabletop exercises will be used as rehearsals in preparation for a 2019 regional full-scale exercise in response to a CCTA.
  - 5) The deadline for grant submission is this coming Friday, February 10, 2017 and it is at 99.9 percent complete and the workgroup is on target to meet the deadline.

**Discussion:**

- The grant is slated to be approved in April 2017, however, with the current changes happening within FEMA, the approval date may be extended. The grant has a three-year period of performance.
  - Tabletop exercises will be more inclusive and will include public health, hospitals, WMATA, the airports, and public information/communication sharing to enhance public safety. Training and exercises will prepare the NCR for real-world events.
- c) Charles Madden, Chief of Grants Management Division, DC HSEMA presented a brief UASI Update:
    - 1) There are currently two active grants underway:
      - FY15 UASI grant which is entering the second year with a three-year closeout; expectation for completion is May 2017 with an actual performance period from September 1, 2015 to August 31, 2018. This UASI grant is 49 percent fully expended with 41 percent paid-out to sub-recipients leaving some room for project extensions and minor corrective adjustments before closeout; the goal is to close-out as many projects as possible this year with minimal projects continuing into the

- third year.
- FY16 UASI award was for \$53M and \$1.3M (3%) has already spent with a three-year closeout. The grant is expected to be fully spent in two-years as most sub-awards were issued with a performance period from September 2016 to May 2018. The end date for the grant is August 31, 2019; leaving room for adjustments and project wrap-up in the third year.
- 2) FY17 UASI grant is currently in a holding pattern at the congressional level and funds have not yet been appropriated for this year. HSEC and the Advisory Council prioritization activities are on-going to ensure that the application will be ready for submission when due.
- All quarterly reports submitted by all active sub-awards have been reviewed and response reports for any actions that need to be taken will be sent out to all sub-recipients by end-of-week.
  - Most corrective actions are easily fixed and are at the administrative level. There are no projects that require extensive corrective action.
  - It is anticipated that FEMA will issue awards by September 2017.

**Discussion:**

In regards to *Sanctuary Cities*, Congress is the appropriator for those funds and to-date there are no notifications that Congress plans to change the award process. There has been no indication from the grants office or the Hill regarding any plans by Congress/new Administration to shift funding.

**Action:**

- 1) The EPC unanimously agreed to support the continuation of the UASI program.
  - 2) Staff was requested to start compiling a report to make the case for the importance of UASI funding.
- d) Chairman Snyder moved for a motion to approve the November 9, 2016 EPC meeting minutes. A motion was made and seconded, and the minutes were unanimously approved.

**2) HOMELAND SECURITY EXECUTIVE COMMITTEE 2.0**

*Stuart Freudberg, Deputy Executive Director, MWCOG*

*Scott Boggs, Managing Director, DHSPS, MWCOG*

*Chris Geldart, Director, DC HSEMA*

Mr. Freudberg introduced Scott Boggs as incoming Managing Director for the newly established Department of Homeland Security and Public Safety (DHSPS), a merger of MWCOGs PMO and DPSS departments. Mr. Boggs brings with him a wealth of experience in public safety and has worked closely with both the Fire and Police Chiefs Committees. He officially began his new role with MWCOG January 3, 2017 and will work closely with stakeholders' as they continue to address regional concerns and close identified gaps. Mr. Boggs is a subject matter expert with a clear understanding of the new direction of HSEC in achieving the goals of the region.

*Scott Boggs, Managing Director, DHSPS, MWCOG*

- a) Mr. Boggs indicated that he began his duties on January 3, 2017 and he spent the first month observing the functions of the various committees with a goal of assisting and facilitating the new direction and focus of the HSEC 2.0 and the Advisory Council as they move to conduct business from a regional approach to include identifying and closing gaps, and identifying other sources of funding aside from UASI.
- b) Mr. Boggs stated that he will leverage the role of COG to support and facilitate the HSEC 2.0 and other groups that support the HSEC such as the Fire Chiefs, Police Chiefs, Emergency Managers, and others. A reorganization of the department will be submitted to the HSEC for consideration and approval. Additionally, for improved efficiency, DHSPS will work to streamline information brought to the HSEC, develop a framework for MOUs, and develop standardize templates for documents.

*Chris Geldart, Director, DC HSEMA*

- a) Mr. Geldart referenced the briefing from the last EPC meeting related to expected future changes in the way business is done with the purpose of streamlining the ability to close gaps, targeting unmet needs, and increasing homeland security capacities throughout the region.



- b) Prior to 911, COG and other stakeholders came together to work on issues that affected the region and to find ways to better leverage and secure resource grants to compliment local, and private sector funding. From this dialogue, HSEC 2.0 was established as a new way of doing business and moving away from a single grant funding source (UASI) and securing new funding sources.
- c) HSEC 2.0 will strive to put the right committed people in place who are positioned to quickly address identified gaps. Work will be done to increase capability and capacity throughout the area that will have positive impact from a regional perspective and not just jurisdictional. The DHS new grant stream will be used to benefit the NCR.

### **3) NCR HOMELAND SECURITY STRATEGIC PLAN UPDATE**

*Kim Kadesch, Director, Office of National Capital Region Coordination, FEMA, DHS*

- a) The Strategic Plan will provide direction for communities and localities to reference as they put together guidance for respective jurisdictions.
- b) The NCR Strategic Plan will not be UASI focused, but rather provide broad guidance for what is done across the NCR, which can be applied to all jurisdictions to include the federal government as partners.
- c) There were attempts made in the past to update the NCR Homeland Security Strategic Plan, for example, minor updates were made in 2013 to the 2010 plan with the intent to create a new Strategic Plan in 2016, which was put on-hold in late 2015 to focus on eleven core capabilities followed by another shift to focus on complex coordinated attacks (CCA), and then there was a hard-stop until the new focus on CCA, Interoperable Communications, and Training/Exercises in late 2016.
- d) In response to HSEC request, a workgroup has been established to take another look at the Strategic Plan with potential for a complete rewrite of the Strategic Plan. Katie Reid will lead the process along with other regional planners. The workgroup will review and consider work previously done on the Strategic Plan and will reference other foundational documentation, particularly the significant rewrite attempts made in 2016 so that those changes will be applied to the new Strategic Plan as deemed appropriate.
- e) Governance structure will be reorganized to be a “whole community-based” document that easily lays-out what the NCR is all about and outlines its direction. The Strategic Plan will be reformatted so that regional planning guidance can be applied each year and updated as needed.
- f) To put together a comprehensive Strategic Plan, there will be consultations with the various COG committees, individual experts, and other workgroups as deemed appropriate.

#### **Action:**

- 1) The NCR Homeland Security Strategic Plan workgroup will put together action items and milestones and report back to the HSEC.
- 2) The EPC, which represents the whole community, has offered to review documentation and provide feedback prior to public release.
- 3) To ensure alignment, it was recommended that the strategic priorities be referenced along-side the strategic plan as changes are being made.

### **4) LAW ENFORCEMENT COMPLEX COORDINATED ATTACK (CCA) EXERCISE**

*John Becker, Supervisory Homeland Security & Commander of Regional Special Response Team*

*Patrick Hudgens, Supervisory Special Agent, Tactical Supervisor – Special Response Team, ICE/HSI, DHS*  
*Kevin Molloy, Senior Associate, The Olson Group*

*John Becker, Supervisory Homeland Security & Commander of Regional Special Response Team*

- a) For this presentation, Mr. Becker is representing the MWCOG SWAT Subcommittee. Approximately two and one-half years ago Mr. Becker was approached about writing a grant proposal to conduct a SWAT centered exercise for the region based from the NCR coordinated tactical response plan which was developed following the Navy Yard incident. Because the exercise had not been tested or trained, the Olson Group was retained, with Kevin Molloy leading the effort.
- b) The CCA Table Top Exercise had a little over one-hundred participants, was well-attended, and engaging with clear lessons learned that will be applied to the full-scale exercise planned for April 26, 2017.
- c) The full-scale exercise will have six venues for the capital region; two each from Maryland, District of



Columbia and Virginia with thirty tactical teams participating.

- d) There will be limited participation from fire and rescue because the primary focus of the exercise is NCR coordinated tactical response, there will however be warm-zone and rescue taskforce scenarios built into the CCA exercise to address the deployment of EMS and First Responder resources. The after-action review will be shared with larger committees.

*Mr. Olson, The Olson Group*

- a) The Complex Coordinated Attack Exercise series involved two elements, the table-top which took place in November 2016 and the full-scale exercise scheduled for April 26, 2017 with anticipation of 600 participants, i.e., law enforcement, EMS, volunteers, etc. with over 30 participating agencies. Not all the agencies will be responding to the event, some will provide personnel to play roles such as victims or the assaulter; there will be a broad range of participation across the region.
- b) The table-top exercise received positive feedback with engaged participation and interesting after action reviews, and there was expressed appreciation for having the opportunity to discuss the regional coordinated plan and aspects associated with managing a broad response over multiple jurisdictions.
- c) Key areas for review and improvement were:
  - Tactical response matrix: There needs to be a clear outline as to how participating agencies will coordinate and work together, particularly how will the various agencies operate or collaborate during multiple incidents over multiple jurisdictional lines some of which timed specifically for forcing an initial deployment causing other resources not to be available for subsequent more serious responses.
  - Command structure was another area identified for improvement, there was concern for expanding from incident command to unified command, then to what? How to move from an area command into an event that has no provisions (MACC)? What exactly should the structure be when an event is occurring in multiple jurisdictions; determining how to effectively coordinate the allocation of resources across jurisdictions became complicated. The goal is to have resources assigned to the response or by the command structure, easily accessible and allocate appropriately.
  - Situational awareness leading from smaller individual incidents to larger more complex incidents and having the ability to identify and characterize them, share information, and to easily recognize a complex coordinated attack; better work on ways to coordinate accessibility and collaboration.
- d) The full-scale exercise will involve several scenarios from sniper attacks to an active shooter moving throughout a facility with a complicated warning with on-the-scene responses, as well as appropriate allocation of resources from the three staging locations noted in the handout.
- e) The goal is to have resources allocated and assigned to the response by a well commanded and coordinated structure; a direct outgrowth of the tabletop exercise. There is still a need for further development to ensure that resources are deployed appropriately.
- f) Planning is on schedule and the COG Police Chiefs Committee and the NCR SWAT Subcommittee will conduct the exercises. There are future planning meetings scheduled for March and April to include evaluator staff who will provide feedback, followed by an after-action meeting and a full report in May.

**Action:**

- 1) Bring back to the EPC lessons learned from the April exercise. However, noted that after action or full-scale reports will not be made available for public viewing for security/operational reasons; an overview will be provided.
- 2) Recommendation to include public information warnings, engage PIOs and incident commanders.
- 3) The work from the full-scale exercise will feed into future planning for UASI funding and obtain resources from the CCTA (FEMA term to address the new FEMA grant requirement). The full-scale exercise will assist with the development of future projects that will require different funding sources.
- 4) It is understood that CCA is targeting the tactical piece and is only one segment of an overarching project. A regional workgroup has been established to address potential sustainment of already established projects to help with proposal expansions. The tactical portion is one piece for larger projects going forward; there is hope to expand on transportation, logistics, fire, EMS, uniform patrol, etc.
- 5) Mr. Geldart further noted that CCA started well before CCTA, and serves as a coordinated effort to better



accomplish established goals; work is currently being done on a tactical, operational and strategic levels that have been carefully broken into accomplishable segments. Unlike the initial work done by CCA in the District of Columbia that rolled-up to the Mayors' office in Y2013, but failed in these three areas, not because the work could not be done, but rather because the exercise attempted to take on too much at one time. This CCA tactical exercise is addressing one piece of a larger project and is a good initial step to improve collaboration throughout the region, of which RESF13 has taken the lead on addressing the tactical portion; work assignments are done from the ground level and is being brought together to address the larger pieces required for appropriate funding sources.

- 6) There was concern that the full-scale exercise is scheduled in the middle of the week, on a Wednesday, and the CCA workgroup has been cautioned to seek out the best possible facilities that is easily accessible with ample space. The District has offered to connect with the CCA to ensure that the location identified is best suited to carry-out the full-scale exercise.
- 7) The complex coordinated attack strategy that the region is working on serves to play a large role in laying the foundation for future projects, and will inform how to move forward with other projects such as incident command. Law enforcement has put great efforts into making CCA exercises successful and recognize that if the tactical piece is not done correctly, then future efforts will most likely be unsuccessful.

#### 5) INAUGURATION AFTER ACTION REPORTS

*David Snyder, EPC Chairman*

*Chris Geldart, Director, DC HSEMA*

*Jim Dinegar, President and CEO Greater Washington Board of Trade*

*MG Bradley Becker, Commander MDW and JFHQ-NCR*

*Linda Mathes, CEO, NCR American Red Cross*

*ATSAIC Tom Barraclough, US Secret Service Washington Field Office*

*ATSATC Wesley Schwark, US Secret Service Dignitary Protective Division*

*Taran Hutchinson, MATOC Facilitator*

Chair Snyder welcomed key officials from the National Capital Region and asked that they provide brief After Action Reports from the 2017 Presidential Inauguration in their respective areas.

*Chris Geldart, Director, DC HSEMA*

Extended thanks to all who participated in coordinating efforts, for example, the local elected officials, the military, the business community, OPM, and COG, etc. Communications with the public and informing of street and access closures helped greatly with securing the city for the dual events. On-lookers were impressed with the collaborating efforts that went into securing the city for two consecutive large events, the Inauguration and the Women's March on Washington held the following day. This region responded and functioned well throughout; impressing surrounding jurisdictions. The District of Columbia is currently going through the after-action process, which should be completed by the end of March 2017 and will cover all aspects of emergency preparedness.

*Jim Dinegar, President and CEO Greater Washington Board of Trade*

The question and answer session held at the Mayflower Hotel January 12 prior to the two-day events was a huge success and served address concerns and answer several questions. The MWCOC Communications team was recognized for the work done to ensure that the news media and public were getting the right information. The Chair had a conflict in scheduling and was unable to be present; however, Councilmember McDuffie did well with moderating the session. Topics were addressed head-on to include the anticipated protest, potential areas for trouble, and bringing more focus to the Women's March on Washington.

*MG Bradley Becker, Commander MDW and JFHQ-NCR*

Spoke to the importance of effective partnerships, and will plan to complete after action review at the end of February. The interagency partnerships proved to helpful with the success of each event, for example, credentialing and securing over 2,200 people days before, and moving people in and out of the secure zones.





The presidential inauguration committee owns the parade and how it is run, but noted that brunch was delayed by approximately 45-minutes, and the parade time was shortened.

Some lessons learned was a huge need to improve the credential piece when preparing for such events, the secret service and the capital police did a great job with stepping-in to assist with ensuring that credentials were in place in time for the event, but most of the work should have been handle far well in advance of the inauguration. There needs to be improvement with working on the multi-purpose side of getting credentialing done more timely, ensuring effective communication so that everyone is on the same page with needed capabilities from outside sources as some people who were credentialed did not have the necessary capability requested to secure specific portions of the event, this is more of an internal fix.

*Linda Mathes, CEO, NCR American Red Cross*

- The American Red Cross is a part of the security and planning structure and serves a supporting role for the government and other partners assigned to events. The goal is to monitor the health needs of the community and guide partakers where to go for help when needed; connecting them with first responders and other resources.
- Consequence management support was provided during outburst of occurrences and *go-teams* were disbursed to serve as eyes and ears for law enforcement, goodwill ambassadors provided information, direction, and limited first-aid. Recruited volunteers from other regions and command post were kept abreast of parade routes, supported District partners at RFK stadium, and provided shelter preparation support with respect to equipment supplies.
- The American Red Cross received positive feedback from visitors regarding the help received while visiting the city; remarking how smoothly both events were carried-out.
- There was however, an internal issue with regards to persons who were not excited about the inauguration and pulled away from volunteering or being involved in the planning process. This prompted a reissuance of the fundamental principles for the NCR American Red Cross, which is an organization that remains impartial and neutral humanitarians with no political mission, and communicated a reminder that the President of the United States is an honorary Chairman of the American Red Cross.

*Taran Hutchinson, Facilitator, MATOC*

- This is the third Inauguration in which MATOC has participated and they provided increased coverage during the period with no significant issues.
- MATOC has the staffing capability to provide 24/7 coverage for 72 hours.
- MATOC expects to have its After Action Report for the Inauguration available by March 31, 2017.

#### **Discussion:**

- The EPC and MWCOG to consider developing an all-inclusive resolution of appreciation; recognizing all involved parties, to include WMATA who did a great job with moving people around the city. It was noted that the same law enforcement personnel assigned to work the inauguration January 20 were the same personnel responsible for providing support during the Women's March on Washington the following day; the metropolitan police department and the emergency rescue personnel were true examples for what needs to be done for securing the city, i.e., assessing and addressing potential trouble areas well in advance of both events. There was enough confidence in security that allowed for the first family to get out of secured motor vehicles and walk a portion of the parade-route.
- Consider starting the inaugural parade immediately following the presidential inauguration, perhaps skip the presidents brunch or move the brunch to a dinner to better accommodate parade participants and onlookers. The concern is that toward the end of the parade, dusk has set-in and most on-lookers have departed the parade route leaving only a few bystanders, mostly those in the well-lit viewing stands, to enjoy the hard work that went into preparing for the parade.
- Mr. Dinagar noted that identified bench-marks were met and he will plan to work more closely with the business community to identify ways to inform visitors and the public of different places to go around the city i.e., dining, happenings etc., to avoid clusters of people in a single venue. Put less reliance on brochures and posters, and move toward utilizing social media and on-line blasts to get-the-word-out.



- There were comparative differences in resources from fire and EMS with a larger number deployed for the inauguration and less visible for the March the following day. Although different tactics were used the same personnel covered both events.
- The collaborative effort between the Board of Trade, MWCOG and WMATA was well appreciated. Metro did a great job with successfully moving hundreds of people around the city within reasonable timeframes.
- The NCR American Red Cross will continue to actively recruit, engage and train volunteers for future disaster and special event security planning for the community.
- Although volunteers were visible and on stand-by to offer support during mini-outburst of protest that happened throughout the city, they were pulled-back from violent occurrences as to not put them in harm's way. Volunteers serve as eyes and ears for law enforcement and are only authorized to perform up to their level of certification.
- The Women's March on Washington, personnel protected event, permitted by the Metropolitan Police Department who worked and coordinated directly with the organizers and other involved agencies. There is a meeting planned next week with the District of Columbia and Federal partners to discuss the size and scale for permitting such first amendment events with discussion on how to effectively deploy for future occasions.

**Action:**

- 1) Provide after action reports from the inauguration, particularly lessons learned that are useful when planning for future events.
- 2) Plan for a resolution from the COG Board to recognize those entities that played a role in a successful event; be careful to include WMATA.
- 3) Continue with efforts to improve on the timeline for the inauguration (i.e., parade, brunch, etc.)

***Note: Secret Service representation was not available for this meeting.***

**6) NCR EMERGENCY PREPAREDNESS COUNCIL 2017 PRIORITIES**

*David Snyder, EPC Chairman*

Chairman Snyder requested members of the EPC review Year 2016 priorities and make suggestions for those that should be carried forward to 2017, as well as make recommendations for new priorities and goals that will focus on the most important needs of the region. Feedback and discussion included:

- Look more closely at cyber security and have a coordinated discussion surrounding the increase in opioid use and gangs.
- The Health Officer's Committee currently has a taskforce specifically focused on increase opioid use with a summit scheduled for May 9, 2017. "Mayor Bowser and Governors Hogan and McAuliffe have committed to working together to combat Opioid addiction in the DMV."
- Cyber security is already assigned as a role and function of the EPC. There should be a closer look at practical realities surrounding ransomware and identify best practices for the government and private sectors.
- It was suggested that the priorities include the attitude and pulse of Greater Washington relating to issues such as immigration and affordable healthcare; those areas that are of great concern and will allow for people to exercise fundamental rights and views freely and in a safe environment.
- Work to revise the priorities so that the deliverables are made clear; perhaps develop a checklist of what every elected should know about emergency preparedness (i.e., creating an at-a-glance reference card, identify the best way to dispatch communication).

**Action:**

Requested volunteers to participate in a workgroup to focus on preparing 2017 EPC priorities and collectively identify the direction in which EPC should put future focus that will add value to the region.

- Mr. Freudberg provided a briefing from the COG Board related to a resolution that was passed directing the Executive Director to study all active policy groups, and noted that the COG Board currently has five functioning policy committees including the EPC.

- To address the resolution, the COG Board has requested that necessary information be collected to conduct a full-scaled study of the structure for each of the policy committees to strategically reduce redundancy throughout Council of Governments. A preliminary report is due back to The COG Board in May and the COG Board is scheduled for a retreat in July, which will focus on COG and its Policy Committees.
- The Chairman Snyder was specifically identified as part of the group to provide input and direction. The workgroup in which Chairman Snyder has requested volunteers to assemble and discuss the 2017 Priorities for EPC will have a direct bearing on what information will be included in the report back to The COG Board.

## 7) OTHER BUSINESS

Chairman Snyder opened the floor for other business and Mr. Freudberg took the opportunity to recognize Dean Hunter for his efforts for working with COG and being proactive on behalf of the federal taskforce and the region surrounding winter weather warnings. There is a new system in place for this year, which resulted from the January 20, 2016 winter weather event.

## 8) ADJOURNMENT

With no further business, the meeting adjourned at 4:30 PM.

### Attachments:

1. Meeting Agenda
2. Draft Meeting Minutes of November 9, 2016
3. NCR EPC Membership Roster
4. Summary of Proposed EPC 2016 Priorities
5. NCR Urban Areas Security Initiative Grants Update of Feb. 8, 2017
6. News Release of appointment of Scott Boggs as Managing Director for MWCOC DHSPS
7. Complex Coordinated Attack Exercise Series 2016-2017
8. CCTA Grant Application Update
9. NCR Emergency Preparedness Council Meeting of January 12, 2017
10. American Red Cross Inauguration 2017 Overview
11. EPC Bylaws Amended March 12, 2013
12. Draft EPC 2017 Meeting Schedule

A list of reference materials and detailed reports can be obtained from the on-line library link:

[https://www.mwcog.org/events/2016/?F\\_committee=128](https://www.mwcog.org/events/2016/?F_committee=128); Click Login Button at Upper Right and use Username: your email address; Password: your personal password provided by COG.

