National Capital Region Organizational Chart for Leadership of Urban Area Security Initiative (UASI)

Senior Policy Group
DC, MD, VA & NCRC

Emergency Preparedness Council (Assessment & Advisory)

CAO Committee

R-ESF / RPWG Committee Chairs

R-ESF Committees & Working Groups
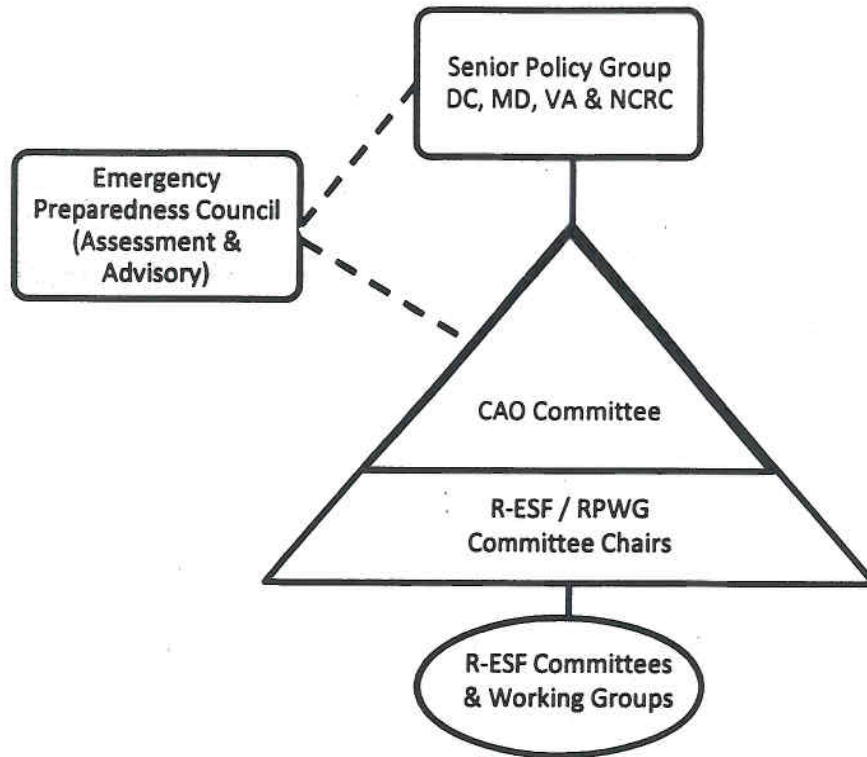
Emergency Preparedness Council (EPC)

Provides oversight regarding the implementation of the Regional Emergency Coordination Plan (RECP) and the NCR Homeland Security Strategic Plan to identify and address gaps in readiness in the NCR. The EPC functions as the federally required Urban Area Working Group (UAWG) with oversight responsibility for the UASI process in partnership with the SPG, CAOs, and SAA.

Senior Policy Group (SPG)

Provides continuing policy and executive-level focus to the NCR's homeland security concerns. Membership consists of senior officials from Maryland, Virginia, District of Columbia, and DHS/FEMA's Office of National Capital Region Coordination (NCRC).

Chief Administrative Officers Committee (CAO)

Comprised of Chief Administrative Officers, City Managers and Administrators, the General Manager of WMATA. The CAOs provide leadership for R-ESFs, RPWGs and committees & address regional concerns.

Regional Emergency Support Function (R-ESF) / Regional Program Work Group (RPWG) Committee Chairs

R-ESF Chairs are elected by members to lead the R-ESFs for a year and are responsible to the CAOs.

RPWG chairs are selected by the SPG with concurrence of the CAOs and lead the RPWG for a year and are responsible to the SPG and CAOs.

Regional Emergency Support Functions (R-ESF) / Regional Program Work Groups (RPWG)

The 16 R-ESFs provide the structure for coordinating regional inter-agency support for a regional preparedness, response, and recovery from an incident under leadership of CAOs.

The 4 RPWGs provide the structure for coordination when multiple R-ESFs need to come together on a continuing basis to address matters of concern for the region. RPWGs are responsible to both the Senior Policy Group and the Chief Administrative Officers.

APPENDIX B: NCR GOVERNANCE

The National Capital Region (NCR) is supported by multiple organizations. The organizations include representatives from Maryland, Virginia, and the District of Columbia, as well as those from local jurisdictions in the Region, federal partners, nonprofit organizations, and the private sector. The various groups work together in partnership to build, sustain, and improve our ability to prepare for, protect against, respond to, recover from, and mitigate all hazards. As a result, the Region continues to maximize its available resources to improve readiness and remain one of the best prepared regions in the nation. The following charts list the roles and responsibilities of organizations that contribute and support preparedness for both manmade and natural disasters in the NCR.

NCR Organization	Purpose
Council of Governments (COG) Board of Directors	The Board of Directors is COG's governing body and is responsible for its overall policies, functions, and funds. Board members are appointed each year by the participating local governments and by caucuses of state legislative delegations from the Region. The COG Board takes action on committee recommendations, discusses current and emerging regional problems, and receives briefings on issues facing the Region. Board meetings are open to the public, and frequently attended by representatives from the media.
Emergency Preparedness Council (EPC)	The EPC provides oversight of the Regional Emergency Coordination Plan (RECP) and the NCR Strategic Plan to identify and address gaps in readiness in the NCR; coordinates activities of the various Regional Emergency Support Function (R-ESF) committees as they develop their specific procedures and relationships; oversee the development of annexes and determines if additional annexes may be desirable; plans, develops, and oversees trainings or tests of various components of regional emergency preparedness in conjunction with COG and the CAO Committee. The EPC functions as the federally required Urban Area Working group with oversight responsibility for the UASI grant process in partnership with the SPG, CAOs, and SAA. The EPC can add groups, institutions, and individuals to the R-ESF committees, or expand its own membership with non-voting members.
Senior Policy Group (SPG)	The Governors of Maryland and Virginia, the Mayor of the District of Columbia, and the Advisor to the President for Homeland Security established the Senior Policy Group (SPG) to provide continuing policy and executive-level focus to the NCR's homeland security activities. Membership consists of senior officials from the District of Columbia, Maryland, Virginia, and the Office of National Capital Region Coordination (NCRC). The NCR, as defined by statute, is designated as an Urban Area under DHS' UASI grant program. The SPG oversees the allocation and implementation of UASI funding for the NCR and determines priority actions for increasing the NCR's regional preparedness and response capabilities, as well as reducing vulnerability to terrorist attacks. The SPG's decision-making process is informed by the NCR's progress on its Homeland Security Strategic Plan, preparedness capabilities, and emerging and evolving risks and threats. The SPG ensures full integration of NCR activities by providing final approval for programs and associated projects within the NCR under the UASI grant. The SPG oversees the Regional

NCR Organization	Purpose
	Programmatic Working Groups (RPWGs) in partnership with the CAO-HSEC and guides the execution of their work on approved Homeland Security initiatives, programs, and projects. The SPG is ultimately accountable for the impact of the NCR's programs.
Chief Administrative Officers Committee	The Chief Administrative Officers Committee is made up of chief administrative officers, city and county managers and administrators, the General Manager of WMATA, and others by invitation. They meet monthly to address regionally common issues and concerns across the entire spectrum of their responsibilities; receive reports from members and others who have achieved exceptional success in addressing common issues or concerns; and through the CAO-HSEC, along with the SPG, they provide leadership to the R-ESF and RPWG committees.
Chief Administrative Officers Homeland Security Executive Committee (CAO-HSEC)	The Chief Administrative Officers established the CAO-HSEC to address Homeland Security matters and to provide leadership for the R-ESF and RPWG committees in identifying gaps in capabilities in the NCR and identifying funding for investments to address those gaps. The CAO-HSEC works in partnership with the SPG to identify priority homeland security initiatives and provide oversight to the UASI grant program. The CAO-HSEC consists of the CAOs from the largest jurisdictions: District of Columbia, Montgomery County, Prince George's County, Fairfax County, City of Alexandria, Arlington County, Prince William County, and Loudoun County. All jurisdictions are invited and encouraged to participate at CAO-HSEC meetings.
Interoperability Council	The Interoperability Council of the Metropolitan Washington Council of Governments (Interoperability Council) is the administrative and oversight entity for the design and implementation of an interoperability services program as conceived by the CIO Committee and reviewed and recommended by the CAO Committee. Responsibilities include: receive periodic reports and recommendations from advisory entities such as the COG CIO, Emergency Managers Police Chief, Public Health Officials, Fire Chief Committees, and COG staff; establish regional policies regarding security and privacy of data; evaluate the cost effectiveness and total cost of ownership for the proposed program; identify and recommend methods of funding for projects; consider and authorize COG to file sub-grant applications in support of these efforts; and recommend or

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NCR Organization	Purpose
	authorize contracts in the name of the Metropolitan Washington Council of Governments in support of the on-going delivery of interoperability services.
Office of National Capital Region Coordination (NCRC), Federal Emergency Management Agency	The Office of National Capital Region Coordination (NCRC) was created in response to the unique coordination challenges facing the NCR due to the Region's large federal presence, including Congress, the Judiciary, and more than 270 federal agencies, and the intersection of Maryland, Virginia, and the District of Columbia. NCRC oversees and coordinates federal programs for and relationships with state, local, and regional authorities in the NCR, and coordinates the activities of DHS relating to the NCR.

NCRC also provides state, local, and regional authorities in the NCR with information, research, and technical support to assist in efforts to secure the homeland, and coordinates with these authorities and the private sector on terrorism preparedness efforts to ensure adequate planning, information sharing, training, and execution of domestic preparedness activities.

NCRC also serves as a liaison between the federal government and state, local, and regional authorities and the private sector in the NCR to facilitate access to federal grants and other programs. |
| State Administrative Agent (SAA) | The District of Columbia Homeland Security and Emergency Management Agency serves as the required State Administrative Agent (SAA) for the NCR. The SAA is responsible for managing and administering the Homeland Security Grant Program (HSGP) funding that is awarded by FEMA to the region. This involves creating and submitting the HSGP grant application, receiving and sub-granting the federal grant award, monitoring and overseeing grant-funded projects during the implementation phase, processing reimbursement requests from sub-grantees, and drawing down funds from the federal government.

The SAA determines allowable costs, approves project scopes and timeframes, and ensures timely expenditure of grant funds. The SAA responds to federal and state audits as well as requests for public information on the HSGP grants. The SAA also provides the NCR's leadership with regular reports on current grant spending status, performs analysis on trends in grant programs, and maintains a historic overview of the HSGP grants and performance. |

REGIONAL EMERGENCY SUPPORT FUNCTION (R-ESF) COMMITTEES

The R-ESF Committees provide the structure to coordinate regional inter-agency support of preparedness for, response to, and recovery from an incident under leadership of the CAO-HSEC. The committees group together functions most frequently used to provide regional support for disasters and emergencies. R-ESF Committees are the voice for practitioner and subject matter expert priorities and are staffed by local practitioners and SMEs who lend their expertise to explore issues related to particular R-ESFs. Representatives from government, private, and civic sectors work together toward building capabilities within each R-ESF. The R-ESFs are generally modeled after the functional structure of FEMA's Federal Response Framework. The majority of R-ESFs have been long-term components of the COG technical committee structure, prior to their designation as R-ESFs in the Regional Emergency Coordination Plan. The Chairs of the COG R-ESF committees are elected annually by their committee membership. The Chairs provide leadership for the committees in accomplishing items in the work plan, keep the CAO-HSEC informed on committee activities, and provide reports to the EPC and SPG when requested. Further, the Chairs provide committee leadership in identifying gaps in regional capabilities in the committee's areas of responsibility, and inform the CAO-HSEC of the need for UASI funds or other resources to address those gaps. Finally, all committee chairs are members of the EPC and provide reports as requested.

R-ESF	Scope
R-ESF #1 Transportation	R-ESF #1 focuses on disruptions of the regional transportation system, whether they occur directly as transportation incidents or by emergencies in other functional areas.
R-ESF #2 Communications	This function focuses on the hardware and capacity for interoperability. It supports regional response efforts during and after a potential or actual emergency. It supports the Regional Incident Communication and Coordination System (RICCS), and other forms of communication among NCR partners. Communications within jurisdictions remain the responsibility of each jurisdiction.
R-ESF #3A Water and Wastewater	This function concerns the Region's water supply and wastewater management systems. It covers disruptions that have regional impacts, temporary restoration of services, and public health and safety issues. For the regional water supply system, it also includes coordination and management of an early warning monitoring system intended to detect threats to the Region's water supply and prevent or mitigate their impacts. A mutual aid agreement is in place for water and wastewater utilities within the NCR to improve the regional response.

R-ESF	Scope
R-ESF #3B Solid Waste and Debris Management	This function concerns management of solid waste and debris resulting from regional events, both natural (especially hurricanes and severe storms) and manmade. It includes coordination of response to events as well as advance planning activities. A mutual aid agreement is in place for local government solid waste agencies to improve the regional response.
R ESF #4 Firefighting R-ESF #9 Search and Rescue R-ESF #10 Hazardous Materials	These R-ESFs coordinate firefighting activities. The three coordinate with FEMA's support functions: #4 Firefighting; #9 Urban Search and Rescue; and #10 Hazardous Materials. Major activities include fire containment and suppression, evacuation of hazard areas, emergency medical services, hazmat response, and limited technical rescue.
R-ESF #5 Emergency Management	During regional emergencies, R-ESF #5 becomes the information and planning element of the regional communication and coordination effort. Every support function has a liaison to R-ESF #5. Situations with potential or actual regional impacts will activate this function. The RICCS will be used to facilitate the information collection and sharing process.
R-ESF #6 Mass Care, Emergency Assistance, Housing, and Human Services	This function focuses on mass care assistance to victims affected by a public emergency. It includes regional, state, and local entities, as well as private organizations such as the American Red Cross, Greater DC Cares, private food service providers, and federal agencies.
R-ESF #7 Logistics Management and Resource Support	This function provides a framework for meeting needs for required resources. It includes regional and multi-jurisdictional agencies, regional and local authorities, schools, and state and federal agencies. In addition to sharing existing resources in an emergency situation, this function also supports cooperative purchasing of resources.
R-ESF #8 Public Health and Medical Services	This function focuses on public health, medical care, mental health services, and mass fatality management.
R-ESF #9 Search and Rescue	This function focuses on life-saving assistance and search and rescue operations.
R-ESF #10 Oil and Hazardous Materials Response	This function focuses on oil and hazardous materials response including chemical, biological, radiological, and environmental short- and long-term cleanup.

R-ESF	Scope
R-ESF #11 Agriculture and Natural Resources	This function focuses on nutrition assistance, animal and plant disease and pest response, food safety and security, as well as the safety and well-being of household pets.
R-ESF #12 Energy	This function focuses on energy infrastructure assessment, repair, and restoration; energy industry utilities coordination; and energy forecast.
R-ESF #13 Public Safety and Security	This function focuses on facility and resource security; security planning; technical resource assistance; public safety and security support; and support to access, traffic, and crowd control.
R-ESF #14 Long-Term Community Recovery	This function focuses on social and economic community impact assessment, long-term community recovery assistance to the Region, and analysis and review of mitigation program implementation.
R-ESF #15 External Affairs	This function focuses on emergency public information and protective action guidance, along with media and community relations. Its mission is to provide information to the public through the media, employers, schools, universities, and community organizations, guided by the philosophy of "common message, many voices."
R-ESF #16 Donations and Volunteer	This function focuses on ensuring that donations of goods and services are coordinated in anticipation of, during, and after a regional event. It involves private and volunteer organizations in addition to government entities.

REGIONAL PROGRAMMATIC WORKING GROUPS (RPWGs)

The RPWGs complement the R-ESFs under the leadership of the SPG in partnership with the CAO-HSEC. RPWG membership consists of practitioners, policy-makers, and representatives from the government, civic, and private sectors. The groups serve to fill gaps, coordinate across R-ESFs, and/or provide more focused attention on high-priority areas. For example, the Critical Infrastructure Protection (CIP) RPWG fills a gap not covered by any of the existing R-ESFs, while the Interoperability and Health and Medical RPWGs provide a focused effort that benefits several R-ESFs. The Exercise and Training Operations Panel (ETOP) RPWG supports training and exercises for all R-ESFs and others. Charters for these groups further define the membership, voting structure, and responsibilities.

RPWG	Scope
Exercise and Training Operations Panel (ETOP) RPWG	The mission and scope of the ETOP RPWG is to establish a collaborative, regional approach for exercises and training throughout the NCR. The ETOP RPWG serves several roles to accomplish its mission: • As an advisory committee to the SPG and CAO HSEC, reviewing project proposals and providing recommendations on prioritizing and allocating UASI funds towards the most critical training and exercise needs of the NCR. • To ensure that, in conjunction with the NCR State Administrative Agent (SAA) Program Management Office (PMO), training and exercise projects meet regional goals and objectives as defined by the SPG, CAO HSEC, and federal UASI grant rules. • To develop and implement initiatives to strengthen Regional integration of exercise and training activities to include federal, state and local agencies and partners. • To ensure comprehensive multi-disciplinary coordination of exercises and training with NCR jurisdictions, R-ESFs, and RPWGs. • Oversee a regional exercise and training budget to provide exercise and training opportunities to partners in the region based on their need. • Catalogue, track, and maintain after action reports and Improvement Plans for each exercise conducted in the region. • Provide four quarterly and one annual update of exercise findings to the SPG and CAOs to enforce and encourage the completion of Improvement Planning items and to prioritize funding to enhance the regions capabilities. • Coordinate exercise and training programs conducted throughout the region.
Health and Medical (H&M) RPWG	The Health and Medical RPWG provides regional collaboration and coordination of both short- and long-range health and medical emergency preparedness and response planning. Representative members are chosen from the state and local public health agencies, state Emergency Medical Service agencies, and hospitals in the NCR. The H&M RPWG serves as an advisory body to the SPG and CAO-HSEC, providing recommendations, subject matter expertise, and overall guidance for health and medical projects that are funded with UASI grants. The H&M RPWG addresses priority requirements by:

RPWG	Scope
	• Coordinating a regional approach to planning for health and medical preparedness and response in the NCR.
	• Identifying, reviewing, and recommending initiatives to strengthen regional communication and preparedness and response activities between federal, state, and local health agencies and private medical partners.
	• Providing subject matter expertise for health and medical preparedness and response projects to the SPG and CAO-HSEC (as requested).
	• In accordance with SAA grant guidance, supporting and/or recommending the allocation and/or prioritization of funds for health and medical preparedness and response projects to the SPG and CAO-HSEC (as requested).
	• Supporting comprehensive, multi-disciplinary coordination among NCR jurisdictions and R-ESFs.
	The scope of the H&M RPWG requires a broad collaboration with other organizations, coalitions, and communities throughout the NCR. The working group takes a regional approach to reviewing and advising on health and medical preparedness and response planning in the NCR, with special attention to strategies looking forward three to five years. The group advises on policy priorities, facilitates alliances, and provides recommendations for funding. The group seeks to expand collaboration with non-medical organizations, coalitions, and communities by defining the role and contribution of public health and medical care organizations and ensuring collaboration to avoid duplication of efforts.
Critical Infrastructure Protection (CIP) RPWG	The Critical Infrastructure Protection RPWG is a cross-cutting entity established to enhance protection of the NCR's Critical Infrastructure and Key Resources. It focuses on enhancing protection and resiliency, addressing interdependencies between sectors, and collaborating on the implementation of each state's Infrastructure Protection Plans.

RPWG	Scope
Interoperability RPWG	The Interoperability RPWG comprises representatives from the respective NCR state and local jurisdictions, with participation from R-ESF #2 Communications membership, the regional CIO community, and other technical representatives.
	The Interoperability RPWG serves as an advisory committee to provide recommendations, subject matter expertise, and overall guidance for enhancing wired and wireless communications and for facilitating information sharing. In conjunction with the SAA, the Interoperability RPWG is responsible for ensuring that the program plan and projects are meeting the Region's goals and objectives.