

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

2018 - 2021

2020 - 2023

REGIONAL GUIDANCE

REGIONAL GUIDANCE OVERVIEW



THE HOMELAND SECURITY EXECUTIVE COMMITTEE (HSEC):

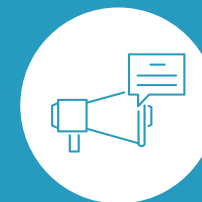
- The HSEC exists to help jurisdictions anticipate and prepare for situations that require regional coordination and response. Its members are charged with establishing a shared perspective across local, state, and federal decision-makers on the risks and unmet security needs of the region. The intent 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, response capabilities, and priorities to ensure a regional perspective is considered during state and local budget planning.
- Highlight the importance of fostering collaboration, building trusted relationships, and investing in regional preparedness and response 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.

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

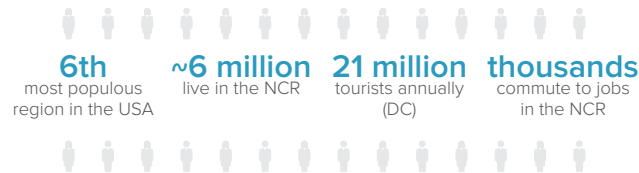
DEFINITION OF REGIONALISM

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



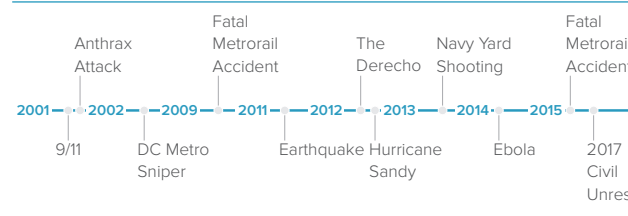
THE NCR IS HOME TO...

- 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.

REGION'S CURRENT 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.

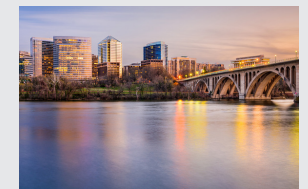
- The region frequently hosts National Special Security Events (NSSE).
- The NCR is home to a multitude of irreplaceable historical artifacts and cultural touchstones.
- Mass transit systems make the NCR highly vulnerable to terrorism and other threats, including aging infrastructure.
- The NCR has a 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 remains 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.



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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 2019, with guidance from the HSEC, the CCA Working Group's leadership rescope'd and restructured the group to accomplish clear, tangible, and achievable goals moving forward.
- The CCA Working Group's fiscal year (FY) 2016 and 2017 UASI allocations have supported 21 regional projects, including four new projects started in 2019.
- In April 2019, the CCA Working Group successfully executed a regional CCA symposium to share information and best practices regarding ongoing regional gaps and lessons learned from regional efforts and recent domestic incidents.
- The region's ability to leverage the community on the prevention and response to incidents was enhanced through the promotion of community preparedness training and awareness programs, including Until Help Arrives and Public Access Bleeding Control kits.
- Baseline training standards for CCA response and recovery efforts were developed through the Suspicious Activity Recognition Training (SART) and the Fire as a Weapon Training projects.

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), became a permanent, standing working group.
- Technical assistance requests can be submitted directly through COG to the Department of Homeland Security (DHS) Cybersecurity and Infrastructure Agency (CISA) Emergency Communications Division (ECD) for no cost-technical assistance for interoperability projects and programs.
- The IC RPWG is developing an NCR Interoperable Communications Capabilities and Services Catalogue to maintain awareness of the region's interoperability capabilities, equipment, projects, and personnel with no-cost technical support from DHS.
- The IC RPWG coordinating with the FirstNet Authority to develop regional policy and governance on FirstNet's priority and preemption capabilities to ensure the NCR has clear policies and procedures for its use.
- The IC RPWG reviewed the Federal Information Processing Standard (FIPS) 140-2 and developed a one-pager on the importance and regional applicability of FIPS 140-2 compliance across local, state, and federal levels in the NCR to ensure interoperability.
- The Interoperable Communications Memorandum of Understanding (MOU) is the framework for agencies accessing other agencies' radio systems.
- The Regional Encryption Plan has encouraged increased interoperability by allowing agencies to set appropriate standards..

PROGRAMMATIC APPROACH TO REGIONAL EXERCISES



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 2019, the Regional Emergency Support Function (RESF) 5: Emergency Managers continued to implement the NCR Preparedness System to bring together disparate local planning, training, and exercise activities into one regional planning, training, and exercise cycle.
- The RESF 5: Emergency Managers committee conducted the NCR Multi-Year Training and Exercise Planning (MYTEP) Workshop.
 - The workshop served as a multi-discipline, multi-jurisdictional effort that resulted in a comprehensive Regional Multi-Year Training and Exercise Plan.
- COG's Health Officials Committee's Public Health Emergency Planners Subcommittee conducted Capital Fortitude from July 17-20, 2019.
 - Capital Fortitude was a full-scale exercise based on response to a bioterrorism event with all NCR Metropolitan Statistical Area Cities Readiness Initiative (MSA CRI) jurisdictions.

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Through the 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:

- The Situational Awareness Working Group reviewed the regional platforms and tools used to share information and will provide recommendations to the HSEC's Advisory Council in the fall of 2019 on the continued use of these platforms.
- The Fusion Center Working Group continued to coordinate intelligence and information sharing between the region's three fusion centers.
- The Critical Infrastructure Protection (CIP) Working Group's charter was formally approved in 2019. The group's mission includes enhancing the protection of the NCR's critical infrastructure and key resources (CI/KR) by prioritizing assets and sharing information.

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:

- 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.
- A developed and maintained 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:

- In 2019, the Cyber Working Group reached consensus to fund a regional cyber coordinator who will report to the chair of the Chief Information Security Officers (CISO) Committee and will serve as the cyber/IT subject matter expert for regional technical interoperability and data concerns.
- The remainder of the Cyber Working Group's allocated FY 2018 and 2019 funds will be divided equally between the three subregions for allocation decisions based on local cyber needs.



OPERATIONAL COORDINATION

PRIORITY STATEMENT

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

The effective coordination of operational capabilities.

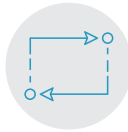
FUTURE OUTCOMES

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.



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The HSEC identified three regional priorities for 2020 (in addition to the ongoing priorities from 2017 and 2018). Working groups will be identified or created to develop more granular targeted outcomes and priorities within each of these over the next year. Investments in these priorities will not begin until 2021.

SCREENING, SEARCH, AND DETECTION



PRIORITY STATEMENT:

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

The identification, discovery, and location of threats and hazards through surveillance procedures. This may be accomplished through systemic examinations, assessments, monitoring, sensor technologies, physical investigations, and intelligence.

FUTURE OUTCOMES:

Within three years, the region will have:

- Advanced screening technologies that provide situational awareness of the five domains.
- An analytical framework and reporting system for threats.
- A system governance for intelligence gathering.
- Advanced scientific efforts for screening and detection technologies that are broadly applicable to the target priorities.

TARGET PRIORITIES

- Unmanned Aircraft Systems (UAS) monitoring
- Chemical, Biological, Radioactive, Nuclear Explosives (CBRNE)
- Critical Infrastructure
 - Transportation security and cargo screening
 - Water security

MISSION AREAS

- Prevention
- Protection

INTERDICTION AND DISRUPTION



PRIORITY STATEMENT:

Over the next three years, the region will:

Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

FUTURE OUTCOMES:

Within three years, the region will:

- Deter, detect, interdict, and protect against terrorist and criminal activities that threaten the security of the NCR across key operational activities and critical infrastructure sectors.
- Divert CBRNE hazards throughout the NCR and in all environments, consistent with established protocols.
- Intercept the malicious movement and acquisition/transfer of CBRNE materials and related technologies in the NCR.

TARGET PRIORITIES

- Independent Violent Actors (IVA)
- Homegrown Violent Extremists (HVE)

MISSION AREAS

- Prevention
- Protection

IMPACTS OF SEVERE WEATHER AND NATURAL DISASTERS



PRIORITY STATEMENT:

Over the next three years, the region will:

Using analytics, determine the potential regional public safety impacts of severe weather and the effects it will incur on our residents, critical infrastructure, and response and recovery capabilities. Based upon the analysis and recommendations, prioritize regional projects that impact the whole community regardless of the type/kind of threat or hazard.

FUTURE OUTCOMES:

Within three years, the region will:

- Conduct a regional climate change threat and hazard risk assessment. Use scientific analysis of climate trends to identify and quantify how climate change is shifting our capability targets. Specifically, quantify how the changing weather patterns have resulted in a surge of responders/equipment during the weather events, and begin to plan, equip, and fund for these surges.
- Increase our communities' resilience and understanding of climate adaptation and how changing weather patterns may put our population at a greater risk than historical precedence would indicate. For example, emphasize the need for insurance (flood, renters, etc.). The impacts on vulnerable populations need to be considered.
- Determine how climate change will impact already aging critical infrastructure. Develop regional approaches and recommendations to future planning and design.

TARGET PRIORITIES

- Threat and hazard identification
- Aging critical infrastructure
- Community resilience / public education campaign

MISSION AREAS

- Prevention
- Response
- Protection
- Recovery
- Mitigation

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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

2020 - 2023 PRIORITIES



- Screening, Search, and Detection
- Interdiction and Disruption
- Impacts of Severe Weather and Natural Disasters

ONGOING PRIORITY: LEADERSHIP DEVELOPMENT



- The HSEC is in the process of developing a curriculum for leadership development and training.

2020 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 2017 and 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 2020. 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 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.