District of Columbia and National Capitol Region

FY 2006 Homeland Security Grant Application

Initiative Plans

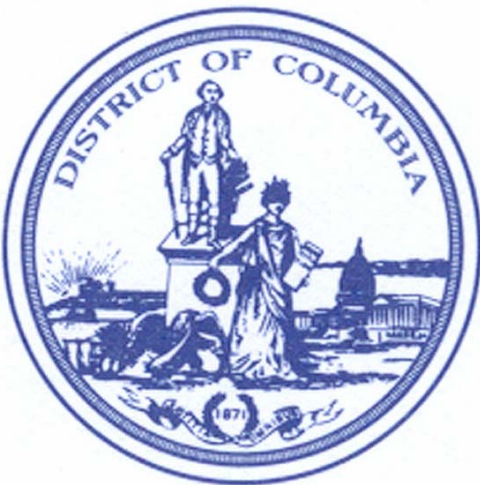**March 2, 2006**

Table of Contents

PART I: DISTRICT OF COLUMBIA INITIATIVES

CBRNE Detection
WMD/Hazardous Materials Response and Decontamination

INITIATIVE PLAN

CBRNE DETECTION/WMD HAZMAT RESPONSE AND DECON

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   FEMS CBRNE Detection and Response and Improvement Initiative.
   This Initiative will address the areas of weakness/need identified in the TCL program analysis. The improvements to this capability will come through the purchase of equipment, exercises and evaluation and the formation of policies.

   In the **CBRNE Detection** target capability the specific weaknesses addressed are

   - Detection capability and technology is constantly evolving, as a result there is a constant unfunded need for new equipment, training and policies.
   - Existing technologies cannot accurately detect biological agents in a timely manner.
   - The capability to accurately assess alpha and beta radiation contamination.

   In the **WMD/HAZMAT Response and Decontamination** target capability the weaknesses addressed are:

   - Past exercises have shown the need for more training and exercising WMD/HAZMAT response personnel.
   - Decontamination (All Types), Site selection and management, field decontamination procedures, decontamination and infection control. Specifically, the technology and procedures do not exist to provide gross cold weather decontamination to the large population groups typically found in the city.
   - The capability to accurately access post incident alpha and beta radiation contamination.
   - The capability to accurately detect the presence of biological agents.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This Initiative will benefit the District of Columbia directly and the National Capitol Region indirectly.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The primary resources involved in this Initiative are the employees of the FEMS. The processes and tools requested are either replacement of failing equipment or upgrades due to technological improvements and changes. Ultimately each of the programs in the Initiative seeks to improve, practice, or make safer our existing resources. These programs will allow the agency to work better and more efficiently through the use of new technology, (foam units, detection equipment) the improvement and exercising of policies (USAR, Mass Casualty and Mass Decontamination Exercises) or the capitalization of existing technology (Recall/COOP Program). Physical items will be obtained through the procurement process. The exercises and drills will be conducted, coordinated, and evaluated by the agency SME with assistance of our regional partners.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

These programs have the commitment of the agency head, and are substantially in place. The requested items are result of the commitment of the leadership of the agency to improve the existing capabilities and close identified gaps. Each program within the Initiative has assigned and accountable stakeholders within the agency to assure the successful implementation of the Initiative.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative will assist FEMS in completing the mission of the state homeland security program. Specifically it will address through practices and exercises, the strengthening of regional coordination among our partners to gain synergy while sustaining jurisdictional authority and enhancing capabilities, preparation for "all-hazards", including man-made and naturally occurring emergencies and disasters, foster a culture of collaboration, respect, communication innovation, and mutual aid among our homeland security partners across the National Capital Region (NCR), and the adoption of best-practice, performance-based approaches to planning, equipping, training, and exercising for all homeland security partners.

In relation to the three overarching national priorities this program specifically seeks to improve the agency capability to implement the National Incident Management System (NIMS) and National Response Plan through the NIMS Training and the Recall/COOP Planning. The exercises and drills the agency will increase and reinforce regional collaboration.

Citizen Preparedness and Participation

INITIATIVE PLAN

CITIZEN PREPAREDNESS AND PARTICIPATION (EMA)

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   The Initiative Increasing Citizen Preparedness within the NCR addresses 15 of the goals and objectives and strategies identified by the District for strengthening information sharing and collaboration capabilities.   This Initiative will improve the universal capabilities of citizens in the District and also meet the needs of some specialized populations whose circumstances require additional preparedness requirements.

   1.b.   Continually educate, inform and prepare those who live, work, and visit the District of Columbia on the measures needed to enhance community and personal safety and security.

   1.b.1.   Update and print the family preparedness guide including distribution to each District residence on a bi-annual basis.

   1.b.2.   Translate the preparedness guide into the seven most commonly spoken languages within the District onto audiotape cassettes.

   1.b.3.   Promote school preparedness programs such as "masters of disasters" to help educate children.

   1.b.4.   Develop and maintain family preparedness guides targeting children as the readers.

   1.b.5.   Update school preparedness planning guide for Distrcit public, charter and private schools.

   1.b.6.   Update business preparedness planning guide for small and large businesses.

   1.b.7.   Post updated family, school, child, and business guide preparedness information on the web site at http://www.dc.gov.

   2.a.2.   Organize and build effective collaborations among all private and public sector entities operating within the District's homeland security structure.

   2.d.   Provide information, training and resources to people who work, live or visit the District, including special needs populations, to assist them in protecting themselves and their families.   To include development of a 30 minute emergency preparedness education/training video for District residents to be broadcast on the District Cable channel.

2.d.1.   Update annually the 39 District community clusters' plans.

2.d.2.   Enhance preparedness and engage with District BIDs, large businesses and associations to promote better understanding of all hazards preparedness.

2.d.3.   Enhance preparedness and engage with District public, charter and private schools to promote a better understanding of all hazard preparedness.

2.d.4.   Enhance preparedness and engage with District Advisory Neighborhood Commission (ANC) members, faith groups and other community leaders to promote better understanding of all hazard preparedness.

2.d.5.   Support training and an annual exercise program within each of the 39 District community clusters.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will benefit the NCR, specifically the preparedness of the citizens who work in, attend school in and visit the Nation's Capitol.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Contractual support will be needed to implement components of the Initiative to develop templates, create plans, conduct training, develop materials, print and distribute materials, and update existing materials. The Initiative will require moderate planning, communication outreach and information dissemination. Existing staff resources can be used to assist in identified outreach efforts. Collaboration and participation from identified stakeholders (businesses, schools, and community) is needed.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The key stakeholders and managers who will oversee the implementation of this Initiative will be DCEMA and contractual support. Additionally, participation and support from the business, school (public, private, charter and university), citizen and family communities (with an emphasis on special needs) is essential to the implementation of this Initiative.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative is congruent with the national homeland security program. It allows the District to provide enhanced preparedness information to persons living or working within the District of Columbia.

INITIATIVE PLAN

INCLUSION TRAINING FOR SPECIAL NEEDS POPULATIONS, HOUSEHOLDS WITH CHILDREN AND SERVICE PROVIDERS FOR BOTH

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   This Initiative will address the needs of special/vulnerable populations as it relates to emergency response and preparation. The Initiatives developed will provide a grassroots approach to training and information provision, in accordance with the national goal of the Citizen Corps to have 97 percent of the general population aware of and trained in emergency preparedness.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This Initiative is designed to reach the specified populations within the National Capitol Region (NCR), aiming to develop a model that can be adopted nationally.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   - Existing tools include a CERT training program and specialized emergency preparedness training programs.

   - Programs will need to be enhanced to meet the specialized needs of the target populations (children and special needs community).

   - Equipment will need to be purchased to meet the design goals of the project. Each of the identified populations presents challenges that require modified equipment, equipment usage and proper training on the equipment.

   - Equipment will be purchased with grant monies provided. Additional equipment donations will be solicited in accordance with each jurisdiction's donation guidelines.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

   - UASI program management
   - Serve DC Executive Director (or designee) – Executive Office of the Mayor
     - o Citizen Corps Deputy Director
       - ▪ CERT Manager
       - ▪ Volunteer trainer(s)
       - ▪ Outreach coordinator
       - ▪ Grant manager
       - ▪ Trained volunteer trainers
       - ▪ Trained volunteers

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

In implementing these Initiatives, the Citizen Corps will be actively engaged in the process of preparing some of the country's most vulnerable citizens. Thereby, citizens will be able to tend to themselves in the event that traditional first responders are unable to immediately reach them. They will be equipped with the tools and training necessary to affect this change. Upon receiving the training, children and special needs populations will be able to better protect themselves in the event of an emergency. They will also be able to provide assistance to any individual attempting to respond to the emergency. Additionally, awareness will be heightened in regard to what is the appropriate response to emergencies and to reporting suspicious activity. Once school-aged children and members of the disabled community are trained, they will be equipped to respond appropriately to an all-hazards event. Trained individuals will also be able to assist persons unaware of the steps to take during an emergency response.

Citizen Protection: Evacuation and/or in-place Protection

INITIATIVE PLAN

CITIZEN PREPAREDNESS AND PARTICIPATION (EMA)

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The Initiative Increasing Citizen Preparedness within the NCR addresses 15 of the goals and objectives and strategies identified by the District for strengthening information sharing and collaboration capabilities.   This Initiative will improve the universal capabilities of citizens in the District and also meet the needs of some specialized populations whose circumstances require additional preparedness requirements.

1.b.   Continually educate, inform and prepare those who live, work, and visit the District of Columbia on the measures needed to enhance community and personal safety and security.

1.b.1.   Update and print the family preparedness guide including distribution to each District residence on a bi-annual basis.

1.b.2.   Translate the preparedness guide into the seven most commonly spoken languages within the District onto audiotape cassettes.

1.b.3.   Promote school preparedness programs such as "masters of disasters" to help educate children.

1.b.4.   Develop and maintain family preparedness guides targeting children as the readers.

1.b.5.   Update school preparedness planning guide for the District's public, charter and private schools.

1.b.6.   Update business preparedness planning guide for small and large businesses.

1.b.7.   Post updated family, school, child, and business guide preparedness information on the web site at http://www.dc.gov.

2.a.2.   Organize and build effective collaborations among all private and public sector entities operating within the District's homeland security structure.

2.d.   Provide information, training and resources to people who work, live or visit the District, including special needs populations, to assist them in protecting themselves and their families.   To include development of a 30 minute emergency preparedness education/training video for District residents to be broadcast on the District Cable channel.

2.d.1.   Update annually the 39 District community clusters' plans.

2.d.2.   Enhance preparedness and engage with District BIDs, large businesses and associations to promote better understanding of all hazards preparedness.

2.d.3.   Enhance preparedness and engage with District public, charter and private schools to promote a better understanding of all hazard preparedness.

2.d.4.   Enhance preparedness and engage with District Advisory Neighborhood Commission (ANC) members, faith groups and other community leaders to promote better understanding of all hazard preparedness.

2.d.5.   Support training and an annual exercise program within each of the 39 District community clusters.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will benefit the NCR, specifically the preparedness of the citizens who work in, attend school in and visit the Nation's Capitol.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Contractual support will be needed to implement components of the Initiative to develop templates, create plans, conduct training, develop materials, print and distribute materials, and update existing materials. The Initiative will require moderate planning, communication outreach and information dissemination. Existing staff resources can be used to assist in identified outreach efforts. Collaboration and participation from identified stakeholders (businesses, schools, and community) is required.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The key stakeholders and managers who will oversee the implementation of this Initiative will be District of Columbia's (DCEMA) and contractual support. Additionally, participation and support from the business, school (public, private, charter and university), citizen and family communities (with an emphasis on special needs) is essential to the implementation of this Initiative.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative is congruent with the national homeland security program. It allows the District to provide enhanced preparedness information to persons living or working within the District of Columbia.

Critical Infrastructure Protection

INITIATIVE PLAN

CIP PROGRAM DEVELOPMENT

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   As the District of Columbia's Critical Infrastructure Protection (CIP) program develops, many of the program's currently weak capabilities will be elevated into program strengths. A majority of these changes will occur through the development of proper policies and procedures, as well as through staffing of trained individuals. The critical tasks and performance measures currently identified as weaknesses within the CIP program development Initiative and the method in which they will be addressed are as follows:

   CIP Program Development Goals
   - Develop a critical infrastructure protection plan with appropriate components.
   - Develop and operate public-private partnerships for CIP activities.
   - Develop and operate intergovernmental partnerships for CIP activities.

   Initiative
   - Fully develop required policies and procedures; recommended staffing; training; and equipment needs.
   - Conduct a thorough top down assessment of the CIP programs in Maryland, Virginia, and other similar localities, benchmarking the best practices to utilize in a thorough development of the policies and procedures for the future CIP program in the District. Collaboration with our NCR Partners will ensure uniformity in our programming, allowing for the rapid and efficient exchange of information throughout the region.
   - Develop policies and procedures to establish and enhance public-private partnerships for CIP activities, such as workshops, liaisons and outreach programs.
   - Develop policies and procedures to establish intergovernmental partnerships for CIP activities, while working within the guidelines of Protected Critical Infrastructure Information (PCII) program.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This Initiative will be implemented in the District of Columbia, as well as working in concert with similar programs throughout the NCR. Due to the uniqueness of the NCR, a coordinated approach among the jurisdictions is necessary for an effective CIP program.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   The guidelines, policies and procedures need to be developed for the District of Columbia's CIP program. Federal and local CIP programs can be reviewed and utilized in order to streamline this program, while ensuring compatibility across the region. The District will retain sufficient staffing in order to maintain the viability of this program. These policies and procedures can be developed internally or with the assistance of subject matter expert consultants. Assessment tools, computer hardware, software and a secure database will be necessary for this program.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

   A governance structure established at the deputy mayor's level will be necessary for a multidisciplinary approach to this program. Support from agency heads for their assigned staff will also be essential to the viability of this program.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

   The CIP will be managed by the Commander of the Special Operations Division (SOD) of the Metropolitan Police Department (MPD) in cooperation with various local and Federal agencies within the city and throughout the NCR. This will ensure that the program supports the DRP, the NRP, and regional collaboration, which will be necessary to secure the unique infrastructure of the NRC. The District's CIP program is in direct support of the National Infrastructure Protection Program (NIPP).

INITIATIVE PLAN

CIP PROGRAM GOVERNANCE

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   As the District of Columbia's CIP program develops, the implementation of a governance liaison and review structure will ensure the cooperation of the various governmental agencies throughout the region, and will address the various sector CIP concerns. An effective governance program requires the development of proper policies and procedures, and the retention of trained and qualified staff for the program.

   CIP program Governance Goals
   - Government coordinating councils (GCC) have been established for each sector.
   - GCC have reviewed each Sector's CIP Plan.
   - Sector Coordinating Councils (SCC) have been established for each sector.
   - SCC have reviewed each Sector's CIP Plan.

- Mechanisms have been established for Federal and State authorities to coordinate CIP efforts.

Initiative

- Policy and procedures need to be established, in addition to a regional mandate/authority to ensure that GCC are effectively established for DC and the NCR.
- GCC will be required to adhere to Protected Critical Infrastructure Information (PCII) Certification requirements.
- Policy and procedures need to be established, along with a regional mandate/authority to ensure that SCC are effectively established for DC and the NCR.
- These SCC are required to adhere to PCII Certification requirements.
- Policies and procedures need to be established to address Federal and State authorities to coordinate CIP efforts for the CIP program. Although mechanisms are in place, they are not adequately effective for the NCR.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative will be implemented in the District, and will work in concert with similar programs throughout the NCR. The establishment of these governance committees through the NCR's Council of Governments (COG) will help to develop and coordinate the activities of the governance committees, while ensuring a common approach is utilized throughout the NCR.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Guidelines, policies and procedures need to be developed, and supported by local and federal governments, and the various identified sectors of the community for the establishment of GCC and SCC. In addition, policies and procedures must be established to develop mechanisms for Federal and State authorities to coordinate CIP efforts.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

A governance structure for this program will be established at the deputy mayor's level, in coordination with the various local and federal governments throughout the region and with various sector representatives.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

The CIP GCC and SCC will ensure local, Federal, private, public, and non-governmental participation, which is crucial to the effectiveness of the CIP program. The ground level involvement of these various organizations will encourage local and Federal CIP coordination, and will ensure compliance with the DRP, NRP, and regional collaboration. The establishment of the CIP Governance Program is in direct support of the National Infrastructure Protection Plan (NIPP), through incorporation of private and public sector involvement.

INITIATIVE PLAN

CIP PROGRAM STAFFING

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    As the District of Columbia's CIP program develops, the need for permanent, qualified staffing is essential to the viability of this program. The staffing should be multidisciplinary and can be supported by contractual assistance. Support from within the city government will be critical to implement this CIP staffing Initiative.

    CIP program Staffing
    *   Office is adequately staffed to implement CIP Plan.

    Initiative
    *   A thorough in-depth review of the NCR area CIP programs will provide a baseline for the necessary staffing levels and qualifications essential to the viability of this program. Utilizing the assistance and expertise of members from various city organizations will ensure a multidisciplinary approach to the CIP program in the District of Columbia. In addition, contractual employees will provide necessary assistance in specialized areas, such as data entry, database management and document writing.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    The Initiative will be utilized in the District of Columbia and in concert with similar programs throughout the NCR. Due to the uniqueness of the NCR, a coordinated approach among the jurisdictions is necessary for an effective CIP program. In addition, staffing Initiatives can potentially be shared across the NCR.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    The complete development of the staffing requirements must be established through a thorough in-depth review of the NCR area CIP programs. This will provide a baseline for the necessary staffing levels and qualifications that are required for the viability of this program. Utilizing the assistance and expertise of members from various city organizations will ensure a multidisciplinary approach to the CIP program in the District of Columbia. Contractual employees will provide necessary assistance in specialized areas, such as data entry, database management and document writing.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Due to the necessary multidisciplinary approach to this program, a governance structure established at the deputy mayor's level will be necessary to mandate involvement from the various city agencies.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The Commander of the Special Operations Division (SOD) of the Metropolitan Police Department (MPD) will manage the CIP program.   Proper staffing is critical to ensure cooperation with various local and federal agencies within the city and throughout the NCR.   This will ensure that the program is viable enough to support the DRP and the NRP and regional collaboration.   The District's CIP program is in direct support of the National Infrastructure Protection Plan (NIPP).

INITIATIVE PLAN

CIP PROGRAM INFORMATION SHARING

1.   Provide the Name of this Initiative.   Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The ability to rapidly and efficiently share secure information is critical to securing the infrastructure of the NCR.   Secure information sharing, and the establishment of a certified Protected Critical Infrastructure Information (PCII) are key components of an effective CIP program.   A majority of the steps necessary for information sharing will occur through the development of proper policies and procedures, and through the purchase of secure communications and databases for the program.

CIP program Information Sharing
- Share the results of interdependency assessments within and across CI/KR sectors.
- Disseminate risk analysis results to proper authorities.
- Establish CIP information sharing mechanisms.

Initiative
- Policies and procedures need to be established for secure information gathering, retention, and sharing. The District of Columbia needs to obtain PCII certification to collect, retain and effectively exchange CIP information.
- Secure communications systems and databases need to be purchased and installed. Members need to be trained on the equipment to ensure the secure gathering, retention and dissemination of the CIP information.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The Initiative will be implemented in the District of Columbia and in concert with similar programs throughout the NCR. Due to the uniqueness of the NCR, a coordinated approach to information sharing among the jurisdictions is necessary for an effective CIP program.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The complete establishment of the guidelines, policies and procedures need to be developed for the District of Columbia's CIP Information Sharing Program. Federal and local CIP programs can be reviewed and utilized in order to streamline this program, while ensuring compatibility across the region. Additionally, the purchase of secure communications and database equipment already in use within the NCR will ensure information compatibility and sharing capability across the region.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

A governance structure established at the deputy mayor's level will ensure PCII certification policies and procedures are established and followed at all levels of government, and that the appropriate equipment and training is provided to all of the multidisciplinary partners. Support from the various involved city agencies' directors for their involved members to attend the necessary training is critical to the effective implementation of this program.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The CIP Sharing Program would be managed by the commander of the Special Operations Division (SOD) of the Metropolitan Police Department (MPD) in cooperation with various local and federal agencies within the city and throughout the NCR. The effective establishment of a secure information sharing program supports the DRP and the NRP, and regional collaboration. The District's CIP Information Sharing program is in direct support of the National Infrastructure Protection Plan (NIPP) in the area of regional collaboration.

INITIATIVE PLAN

CI/KR SELECTION, PRIORITIZATION, INTERDEPENDENCY AND RISK ANALYSIS

1.   Provide the Name of this Initiative.   Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Establishment of policies and procedures that will allow for effective CI/KR selection, prioritization, interdependency and risk analysis will ensure that an effective CIP program is developed. In order to support this enhancement, the following program Initiative has been developed.

CI/KR Selection, Prioritization, Interdependency and Risk Analysis GOALS:

- Develop selection criteria for identifying CI/KR.
- Conduct a "top screen" consequence analysis to determine which assets and systems are high consequences, requiring risk assessments.
- Conduct detailed threat and vulnerability assessments on high consequence CI/KR.
- Determine risk profiles of high consequence CI/KR.
- Conduct interdependency analysis to determine relationship of risks within and across sectors.
- Establish sector specific security goals.
- Develop and submit for Federal approval an appropriate risk methodology (i.e. takes into account the threats, consequences, vulnerabilities).
- Normalize and prioritize CI/KR for consideration of protective programs.
- Identify CI/KR within the nation, region, state, local area.
- Prioritize CI/KR for consideration of protective measures.

Initiative

- Policies and procedures need to be developed to address CI/KR selection, prioritization, interdependency and risk analysis within the District of Columbia. These policies must be consistent to those used throughout the NCR to allow for the seamless and rapid exchange of information within the region to better protect the infrastructure of the area. While the Department of Homeland Security (DHS) has established a basic definition of CI/KR, it needs to be tailored to meet the unique requirements of DC and the NCR.
- DC needs to obtain Protected Critical Infrastructure Information (PCII) certification to collect, retain and effectively exchange CIP information.
- Sector specific representatives will be convened to develop these security goals along with CIP staff. Goals will be reviewed on a regular basis.
- Due to the uniqueness of the District, a final and accepted risk methodology and assessment tool, which is compatible with Maryland and Virginia, must be established within the area.
- A consequence analysis or "top screen" tools needs to be developed and incorporated into the program.

- A CI/KR normalization and prioritization process for consideration of protective programs must be finalized within the CIP program.
- Specific policies and procedures must be established to continually identify, categorize, prioritize and safely retain identified CI/KR within the nation, region, state, local area.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The Initiative will be implemented in the District of Columbia and in concert with similar programs throughout the NCR. Due to the uniqueness of the NCR, a coordinated approach among the jurisdictions is necessary for an effective CIP program.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The guidelines, policies and procedures for the CI/KR selection, prioritization, interdependency and risk analysis need to be developed for the District of Columbia's CIP Program. Federal and local CIP programs can be reviewed and utilized in order to streamline this program, while ensuring compatibility across the region. The city will have to retain sufficient staffing in order to maintain the viability of this program. These policies and procedures can be developed internally or with the assistance of subject matter expert consultants. Assessment tools, computer hardware, software and a secure database will be necessary for this program.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Under the direction of the commander of the Special Operations Division, consultants will conduct assessment needs and submit recommendations for the policies and procedures, which will be vetted through the District's Critical Infrastructure Working Group (CIWG) and through the various agency heads and general counsels before being submitted to the deputy mayor for final recommendations and approval.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The development of the policies and procedures for CI/KR selection, prioritization, interdependency and risk analysis, would be managed by the Commander of the Special Operations Division (SOD) of the Metropolitan Police Department (MPD) in cooperation with various local and Federal agencies within the city and throughout the NCR. This will ensure that the program supports the DRP and the NRP, and regional collaboration. The District's CIP program is in direct support of the National Infrastructure Protection Plan (NIPP) and will be in direct support of the NCR.

INITIATIVE PLAN

CIP PROGRAM R&D

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    An effective CIP research and development program is essential to ensuring that a strong and viable program continues into the future. Developing a R&D program in cooperation with the NCR partners will reduce the burden on any one agency while maintaining regional collaboration.

    CIP program R&D
    - Establish national CIP research and development programs.

    Initiative
    - Institute a national CIP R&D program within the District of Columbia in close cooperation with the NCR partners. Retain trained staffing to implement the CIP R&D program.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    The Initiative will be implemented in the District of Columbia and in concert with similar programs throughout the NCR. This program would evaluate and benchmark regional and national CIP programs to ensure that the best practices and most up to date technologies are incorporated into the District of Columbia's program. Due to the uniqueness of the NCR, a coordinated approach among the jurisdictions is necessary for an effective CIP program.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    The guidelines, policies and procedures need to be developed for the District of Columbia's CIP R&D Program. Federal and local CIP programs can be reviewed and utilized in order to streamline the development of this program. Appropriate, qualified staffing is pertinent for the establishment of an effective CIP R&D program. Research tools, computer hardware and software will be necessary for this program.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    The R&D component of the CIP program would be managed by the commander of the Special Operations Division, who would provide coordination for the program and report to the CIWG and to the deputy mayor.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The R&D component of the CIP program would ensure that the most effective CIP program exists in the Nation's Capitol, while fostering collaboration regionally and nationally in the area of CIP. Maintaining the most up to date CIP program will ensure that the program supports the DRP, the NRP, regional collaboration, and the National Infrastructure Protection Plan (NIPP).

INITIATIVE PLAN

CIP PROGRAM THREAT AND RESPONSE PLANNING

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Taking the information learned through site assessments, vulnerability studies and threat intelligence are the next steps in establishing an effective response plan to improve protection of, and response to a threat. Establishing policies and procedures and an effective methodology for prioritizing and planning protection program threats and response plans is an essential part of implementing an operational component of CIP.

CIP program Threat and Response Plan GOALS:

- Establish procedures for analyzing threats, vulnerabilities, consequences, and risks (after updated threat information is received and after incidents).
- Implement procedures for analyzing threats, vulnerabilities, consequences, and then risks (after updated threat information is received and after incidents).

Initiative
- Policy, procedures, staffing, training and analysis equipment needs to be established to address the CIP program threat and response planning for the CIP program. Although the current CIP program currently utilizes the CARVER Target Analysis Tool as a threat assessment tool in conjunction with multidisciplinary site assessment visits for analyzing threats, vulnerabilities, and consequences, this program has not been sufficiently developed to provide updated information on an emerging threat or incident. Working in conjunction with the regional CIP partners and the R&D component, a threat response planning Initiative can be established under proper polices and procedures. Trained, qualified staff will be provided for this component. The staff will work closely with a training component to ensure that response plans are rapidly available and updated on a regular basis.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The CIP program threat and response planning will be implemented in the District of Columbia and in concert with similar programs throughout the NCR. Due to the uniqueness of the NCR, a coordinated approach among the jurisdictions, especially in the area of response is necessary for an effective CIP program.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The guidelines, policies and procedures need to be developed for the District of Columbia's CIP program threat and response planning. Federal and local CIP programs can be reviewed and utilized in order to streamline this program while ensuring compatibility across the region. The city will retain sufficient staffing in order to maintain the viability of this program. These policies and procedures can be developed internally or with the assistance of subject matter expert consultants. Assessment tools, computer hardware, software and a secure database will be necessary for this program.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Due the tactical aspect of the District of Columbia's CIP program threat and response planning, the commander of the Special Operations Division (SOD) would provide coordination for the program, while working closely with other city and Federal agencies. The SOD Commander would provide coordination and support on this topic to the Critical Infrastructure Working Group (CIWG) and to the deputy mayor.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

An effective response component of the CIP program is key to the support for the DRP, the NRP, and the National Infrastructure Protection Plan (NIPP) by providing the District with the ability to quickly and effectively increase a CI/KR security based on emerging threats or intelligence.

INITIATIVE PLAN

CIP PROGRAM TRAINING & EXERCISE PROGRAM

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

An effective training and exercise component must be developed in order to ensure that effective CIP measures are being taken at the various sites, and that developed response plans are appropriate for the site and/or threat stream. Establishing policies and procedures and an effective

methodology for prioritizing and planning the necessary training and exercise programs is an essential part of implementing this component of CIP.

CIP program Training and Exercise Program GOAL:

- Conduct frequent exercises annually to test effectiveness of protective measures.

Initiative
- Policy, procedures, staffing, training and analysis equipment needs to be established to address the CIP program training and exercise program. Additionally, adequate staffing must be established with this program to ensure that effective training and exercises are being conducted.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

The CIP program training and exercise program will be implemented in the District of Columbia and in concert with similar programs throughout the NCR. Development of multi-jurisdictional and multidisciplinary training and exercises is critical for an effective CIP program throughout the NCR.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The complete development of the guidelines, policies and procedures need to be developed for the CIP program training and exercise program. Federal and local CIP training and exercise programs can be reviewed and utilized in order to streamline this program while ensuring compatibility across the region. The District will retain sufficient staffing in order to maintain the viability of this program. These policies and procedures can be developed internally and with the assistance of subject matter expert consultants.

Assessment, training and exercise tools, including computer hardware will be necessary for this component. Additionally, an overtime budget that can be utilized by various agencies must be established in order to provide backfill or off hours training and exercise program agencies can attend without creating a critical shortage within their organization.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

Due to the First Responder Operational Response aspect of the District of Columbia's CIP program training and exercise program, the commander of the Special Operations Division would provide coordination for the program, while working closely with other city and Federal agencies. The Special Operations Division (SOD) Commander would provide coordination and support on this topic to the Critical Infrastructure Working Group (CIWG) and to the deputy mayor.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The CIP program training and exercise program would be managed by the commander of the SOD of the Metropolitan Police Department (MPD) in cooperation with various local and Federal agencies within the District and throughout the NCR. This will ensure that the program supports the DRP, the NRP, and the NIPP by providing a exercise component that will provide for increased security at CI/KR in response to emerging threats.

INITIATIVE PLAN

DISTRICT CRITICAL INFRASTRUCTURE PROTECTION INITIATIVE

1.   Provide the Name of this Initiative.   Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The National Critical Infrastructure (NCI) program is in its infancy with the National Infrastructure Protection Plan (NCIPP) still in its draft form and the Protected Critical Infrastructure Information (PCII) program having only one certified state.   The NCR has committed to the development of a critical infrastructure program that serves the region.   The principal governments involved in this effort, the Commonwealth of Virginia, the District of Columbia and the State of Maryland, hereto referred to as the principals, are currently codifying their strategy for critical infrastructure protection (CIP) in the NCR.

The District of Columbia is interested in leveraging regional dollars and state dollars to improve its critical infrastructure planning. This Initiative complements the regional critical infrastructure resiliency program and will address District focused needs and short term critical infrastructure solutions.

This program will augment the efforts of the regional CIP project by:

- Hiring one staff person to act as the District's internal CIP and PCII coordinator. This coordinator will complement the personnel working on the regional CIP program and will focus on the policy and program implementation within the District;
- Utilizing contract support to conduct risk assessments for the Buffer Zone Protection Program; and
- Utilizing contract support to conduct critical infrastructure exercises and red cell simulations.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The Initiative addresses regional CIP efforts by bolstering a critical node in their efforts.   The funding will focus on the District but will benefit the region by ensuring that the District's CIP efforts are robust.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    This plan will complement the resources and processes found in the region. Since DCEMA is a lead participant in the regional CIP efforts, DCEMA will ensure that this Initiative complements the regional efforts.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    The District of Columbia has engaged the Mayor's Emergency Preparedness Council is the governance structure that guides the executive homeland security decisions. This governance structure involves all of the agency executives for each emergency support function and the Deputy Mayor for Public Safety and Justice. This council is responsible for monitoring the homeland security efforts. The implementation of the plan will rely on sound project management implemented by DCEMA and monitored by the SAA.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

    The Initiative supports the National Priority

    by ensuring that the DCEMA is a leader in CIP. With additional resources dedicated to the District-centric CIP policies and needs, the District will be in a better position to collaborate on the regional CIP program. CIP is identified in both the DC Homeland Security Strategy and the Target Capabilities List as a priority. Allowing the District to focus both on the regional effort as well as on its internal needs will allow the District to take a holistic approach at addressing this national priority.

Explosive Device Response Operations

INITIATIVE PLAN

EXPLOSIVE DEVICE RESPONSE EQUIPMENT INITIATIVE

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    The District of Columbia's Metropolitan Police Department (MPD) currently has a robust technical response to suspicious packages, bomb threats, hoax events and actual explosive devices. The render safe procedures initiated by the department meet or exceed the procedures developed by the FBI's Hazardous Device School in Huntsville, Alabama.

    The critical task identified as a weakness in the MPD's response is the lack of 24/7 technician staffing and equally important, redundant equipment to handle more than one suspect device at a time. Currently the MPD is ill equipped to handle multiple events simultaneously as described in the "Targeted Capabilities List." An additional identified weakness is the equipment and expertise needed to successfully defeat a Vehicle Borne Improvised Explosive Device (VBIED)

    Response Equipment Initiative GOALS:

    - Increase redundant capabilities through the procurement of render safe technology necessary to safely mitigate multiple Improvised Explosive Devices.
    - Develop procedures and acquire state of the art equipment necessary to successfully render safe sophisticated VBIED.
    - Develop regional/multiagency response plans that will combine existing render safe resources to enable the NCR to better handle multiple events simultaneously.
    - Increase technician deployment to provide 24/7 coverage pending certification of additional Explosive Ordnance Unit Technicians.
    - Provide critical training time to allow existing technicians to engage in a minimum of 16 hours of hands-on field training each month to improve response and render safe capabilities.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    The goal of the MPD is to obtain state of the art technologies for use in response to Vehicle Borne Improvised Explosive Devices (VBIED) and other explosive threats. This Initiative is designed to increase explosive ordinance response and render safe capabilities throughout the NCR.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Presently, the MPD has the capability to handle most explosive threats. This includes the equipment, training and staff to ensure that an explosive threat can be safely handled. However, the above-mentioned capabilities are only valid if MPD is handling a single incident. The MPD is currently limited in its ability to handle simultaneous incidents, where for example, multiple containment vessels or multiple robots were needed. Additionally, at current staffing levels the department would be unable to handle any incidents consistently on a 24/7 basis. At current levels, the MPD must use call back procedures many times throughout a year in order to perform render safe procedures, significantly delaying an effective response during off hours. Additional equipment will enhance the department's capabilities to respond and handle simultaneous incidents and large VBIED's making the departments EOD resources (including staff and equipment) deployable throughout the National Capitol Region.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative will be under the direction of the MPD command staff and supervisors from within the Special Operations Division. The day-to-day management of this Initiative will be the responsibility of the supervisor of the Explosive Ordnance Unit as managed by the Commander of the Special Operations Division. Should this Initiative be moved forward the EOD unit will be much better equipped to continue offering support and assistance throughout the city and the NCR to collaborate with other law enforcement agencies throughout the area.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative incorporates NIMS through the acquisition of equipment from the Approved Equipment List (AEL) and upgrades the department's capabilities for response and Render Safe Procedures of IED's, which is a hazard outlined in the District Homeland Security Strategy as well as the Overarching National Priorities.

Intelligence/Information Sharing and Dissemination

INITIATIVE PLAN

DEVELOPING THE INFRASTRUCTURE FOR A DC FUSION CENTER

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   This Initiative related to the proposed project is intelligence/information sharing and dissemination. The specific program is the development of an Intelligence Fusion center. This Initiative will address the capability of producing and disseminating timely intelligence, identifying key stakeholders, and laying the foundation of a regional information-sharing network.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This Initiative will address intelligence/information sharing and dissemination within the NCR. The NCR is legally defined and consists of Washington, D.C., Montgomery and Prince George's Counties, Maryland, and Fairfax, Arlington, Prince William and Loudoun Counties, Virginia.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   The MPD currently operates the Synchronized Operations Command Center (SOCC). The SOCC currently serves as the collection point of information from MPD field units and monitors regional and national warning systems. A daily report is produced by the SOCC that summarizes serious crimes, unusual events, suspicious activity, and other information as necessary that assists command staff in tactical decision-making. During special events, civil disturbances, and elevated threat levels, a component room called the Joint Operations Command Center (JOCC) is activated. Approximately 24 agencies have representation in the JOCC in order to share intelligence and provide command and control of major incidents. Technical systems available in the JOCC include access to CCTV systems, CAD, criminal intelligence databases, and incident management software.

   There are aspects of the SOCC that currently incorporate a number of recommendations outlined in the Department of Homeland Security's Fusion Center guidelines. They include:

   - **Warning and Notification Capabilities.** The SOCC currently serves as the collection point of information developing from MPD field units. The SOCC functions in a 24/7 capacity. Additionally, the SOCC continuously monitors the Domestic Events Network (DEN) for airspace violations within the NCR, and is connected to WAWAS (Washington Area Warning System). Direct "Hotline Phones" have been established between the SOCC and the Capitol Police Command Center, Secret Service Joint Operations Center, FBI WFO Command Center, and TSOC. As information is collected from these various

entities, command staff personnel are immediately notified via paging, radio transmission, or telephonically.

- **Intelligence Products**. The SOCC currently produces a daily briefing report that summarizes significant criminal activity, unusual events, suspicious activity, weapon recoveries, and other information as needed. This report/product serves as a decision support tool for strategic and tactical planning. This report is disseminated to numerous law enforcement agencies within the NCR. The SOCC also produces bulletins and alerts that are often distributed throughout the NCR.

- **Information Sharing and Inter-Agency Collaboration.** A component room of the SOCC is the JOCC. The JOCC is activated during special events, civil disturbances, and heightened threat levels. The JOCC provides access to CCTV systems, CAD capability, and information sharing systems that are utilized when the room in activated. When the JOCC is activated approximately 24 agencies send representatives. These agencies represent law enforcement from the federal, state, and local level. Additionally, select non-law enforcement agencies/disciplines such as fire/EMS and the Department of Transportation send representatives. The JOCC has greatly enhanced information flows and collaboration among agencies in the NCR.   The numerous agencies that participate in the JOCC have developed into a network of information sharing and enhanced relationships among agencies. This network will be the cornerstone of identifying stakeholders and institutionalizing information sharing and dissemination among NCR agencies.

There are a number of critical issues that must be addressed in order to implement an early phase Intelligence Fusion Center. These include:

- Standardized plans, protocols, and procedures for Intelligence/Information Sharing and Dissemination still need to be produced. This includes, but is not limited to, protocols on receiving, analyzing, and disseminating information. MPD also needs to expand its intelligence products that range from tactical to strategic for a variety of customers.

- There is a current lack of sustained connectivity to constant critical intelligence. Policies and technical protocols must be developed among various agencies to successfully implement an information-sharing network.

- There is currently no data sharing interoperability among regional command/fusion centers. Implementation of new proposed technology will allow increased real time data sharing and information repository retrieval.

- Expansion of information collection from relevant databases and field sensors needs to be expanded. Currently, numerous databases and sensors, private and governmental, are being examined to ascertain their value in a Fusion Center environment.

- Initial relationships have been established with appropriate governmental agencies/stakeholders within the NCR. However, information sharing is currently sporadic. Information sharing among stakeholders needs to be institutionalized to be effective. Interagency coordination, policy development, and participation in the fusion

center process should facilitate the capability of developing an information-sharing framework within the NCR.

In order to obtain this Initiative, considerable investment will need to be made in information technology hardware and software. Upgraded camera systems are required to improve situational awareness of major incidents. Upgrades in computer processing capabilities will also be required. Key software acquisitions will be needed in order to develop data-sharing interoperability and enhanced analytical capabilities. Additionally, policy guidelines for information among agencies and disciplines need to be developed. Finally, appropriate staff and training requirements need to be identified in order to properly function as a true Intelligence Fusion Center.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The District of Columbia, and specifically MPD, will head initial governance of the Intelligence Fusion Center. Key stakeholders need to be identified and incorporated into the governance structure. This will require the development of policy guidelines for information sharing and dissemination and MOA's among the various stakeholders developed with guidance from legal counsel.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The Intelligence Fusion Center would be a cooperative effort among various agencies within the NCR. This will ensure that the program incorporates the three Overarching National Priorities of expanded regional collaboration, implementation of NIMS, the NRP, and the interim NIPP. Additionally, it will support the respective regional and local response plans.

Overview of the Capabilities Essential for a Fusion Center
Fully Functional Fusion Center Operation

Gathering/ Recognition	Analysis/ Production	Sharing/ Dissemination

Open Sources

TLOs

TIOs

Investigations

TIPPS

Fusion Center

Investigations

Bulletins

Alerts

Tactics

Exercises

There are four capabilities that must be tied together for the full establishment of a functional D.C. Fusion Center:

- Information Gathering and Recognition of Indicators,
- Intelligence Analysis and Production,
- Intelligence/Information Sharing and Dissemination, and
- Law Enforcement Investigations.

The danger in separating out these capabilities and then further breaking them down into multiple Initiatives within each capability is that the interconnections are lost. It will do little good to expand information gathering if there are not a sufficient number of trained analyst who can produce useful products for investigators and decision makers. As the attached diagram shows, these four capabilities, when linked, contribute and constitute a fully functional fusion center. MPD has the makings of establishing a District of Columbia Fusion Center but the connections must be established. The six Work Plans submitted contribute to building this functionality.

Target Capability

- Information Gathering and Recognition of Indicators.

Work Plan

- Terrorism Law Enforcement Officer (TLO) and Terrorist Informational Officer Program (TIO); Information Systems that Support the Collection and Identification of Terrorist Indicators.

As the diagram shows, there are multiple means of gathering information – open sources, TLO, TIO, investigations by MPD, JTTF, and others, and tips that come in from the general public (TIPPS). MPD has access to open sources, investigations and tips from the general public, although the use of each needs to be enhanced. The two Initiative Plans address building these sources.

A significant hole for recognizing indicators and gathering information exists in not having a small cadre of TLO and TIO. This small group would be trained on how to recognize indicators and how to report the information to the Fusion Center. In addition, they will be used as a conduit between the Fusion Center and the men and women in their organization who are on the street. Both of the TLO and TIO would be asked to add the terrorism role to their current job description. They become the trained eyes and ears in the field on a 24/7 basis for the Fusion Center. The TLO is a law enforcement officer in MPD or a federal agency in the District of Columbia. The TIO is an employee of a key city agency, public agency, or a security guard. A careful selection process, training, and information sharing protocol must be established for the TLO and TIO program.

Target Capability

- Intelligence Analysis and Production.

Work Plan

- Establishing the Analytical Capacity for a District of Columbia Fusion Center.

This aspect is what most people think of when they refer to a Fusion Center. It is a place where trained analysts have access to information flowing into the Center and can determine what is important to whom, what more information is needed, and what should be done with what is known. To accomplish this complicated function requires trained analysts, computers, software, and access to key databases, and means of communication – email, hardcopy, web portal, phones and pagers. MPD plans to locate the D.C. Fusion Center inside the SOCC. There is limited space and access to computers currently available. MPD has funds to hire two contractual intelligence analysts. However, crucial to the function of the Fusion Center is additional analysts. Without these trained analysts the work of the Fusion Center will be extremely limited.

Target Capability

- Intelligence/Information Sharing and Dissemination

Work Plan

- Developing the Infrastructure for a District of Columbia Fusion Center; Upgrade of the Closed Circuit Television Cameras in the Joint Operations Command Center

The Fusion Center will not contribute to the security the District of Columbia and National Capital Region unless the information gathered and analyzed is shared in a timely and actionable manner. This requires a sufficient number of analysts who can sort through the information and produce a

variety of products. The diagram identifies some these outcomes – intelligence bulletins for law enforcement and non-law enforcement personnel, immediate alerts, referral to investigators for follow-up, recommended tactics by patrol and specialized units to mitigate identified risks, and contributions to exercises created and conducted by MPD and EMA.

Targeted Capability

- Law Enforcement Investigations.

Work Plan

- Records Management System for Coordinated Investigations.

Law enforcement investigations contribute to information gathering and recognition and can also be the outcome of the analytical function. The MPD currently has investigators on the JTTF and HSOC teams. It may be advantageous to have a few more investigators on these teams. The biggest gap exists within the local law enforcement investigations. Local detectives need to understand where the nexus between crime and terrorism might be and how to recognize when it exists. There needs to be a means to regionally share investigations, leads, and suspects. This is even more crucial when follow-up investigations are required after a terrorist attack. Forensic evidence, next of kin notification, and leads must be coordinated between the federal government and local jurisdictions. The most effective means of doing that is through a shared investigative case management database.

INITIATIVE PLAN

ESTABLISHING THE ANALYTICAL CAPACITY FOR A DC FUSION CENTER

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   The Information Sharing Initiative is a four pronged approach that will ensure the continuous capturing and evaluation of information pertinent to the security of the District of Columbia, as well as the rapid dissemination of this information to the necessary agencies both inside of the District and the NCR. This program will involve the establishment of a District of Columbia Fusion Center for the centralized processing of information, as well as the staffing of qualified analysts to process the information. The Fusion Center will be complimented with the Terrorist Incident Prevention Program (TIPP), which strategically targets more than 60 types of businesses and industries that pose a higher risk due to their vulnerability to exploitation by potential terrorist by developing a mechanism for effective two-way communication and threat reporting that is separate from the general community reporting process. Lastly, a program entitled the Terrorist Liaison Officer (TLO) will provide specialized training and resources a select group of police officers to ensure that potential threat information is rapidly and appropriately disseminated to the first line officers.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative will be operated within a NCR framework, which includes a multi-discipline and multi-jurisdiction approach. The fusion process will include the connectivity between all partners through such centers as the Virginia-based Joint Regional Intelligence Center, Maryland Coordination and Analysis Center, and the District of Columbia Fusion Center (operated at the Metropolitan Police Department – Synchronized Operations Command Center [SOCC]).

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

- Standardized plans, protocols, and procedures for intelligence/information sharing and dissemination will be produced. This includes, but is not limited to, protocols on receiving, analyzing, and disseminating information. MPD will create routine, written intelligence reports for dissemination or actionable items for investigators and officers.

- A sufficient group of trained analysts to review, analyze and prepare information will be beneficial to stakeholders. Analysts must not only be law enforcement officers, but also employees from other agencies and private entities.

- Analysts should meet the standards of the Law Enforcement Analytic Standards and a select number must have security clearance.

- Analysts should be trained in crime pattern analysis, association analysis, telephone-toll analysis, flowcharting, financial analysis and strategic analysis.

- Professional staff work will be needed to get this work done and a functional Fusion Center established within the next twelve months.

- A sufficient number of trained analysts who can perform analytical functions and provide strategic and tactical assistance will be required. This will support the best use of all-source intelligence, including open sources and linkages to traditional criminal activities. Current analysts and new hires must be provided specialized training to bring them up to the Law Enforcement Analytic Standards.

- A cadre of non-law enforcement experts will be connected. Intelligence products will only be enriched when differing perspectives and expertise is used. Analysts with Fire and EMS, building inspection, and private enterprise backgrounds will be integrated into the intelligence work.

- The process will include the development and distribution of a variety of intelligence services and products to a variety of customers. Such services and products may consist of investigative and tactical response, target identification, deconfliction, critical infrastructure analysis, association, link, and network analysis, and intelligence reports and briefings. Audiences for these products will include all partners and other fusion centers.

- Talented and skilled individuals from all sectors must be recruited and trained in analytical skills and in the production of the intelligence products needed. A user-friendly system

that allows customers of intelligence to get the needed information in a format that is actionable will be created with immediate access.

- Computers, equipment, space, and computer programs that are designed to support the intelligence process will be required.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.
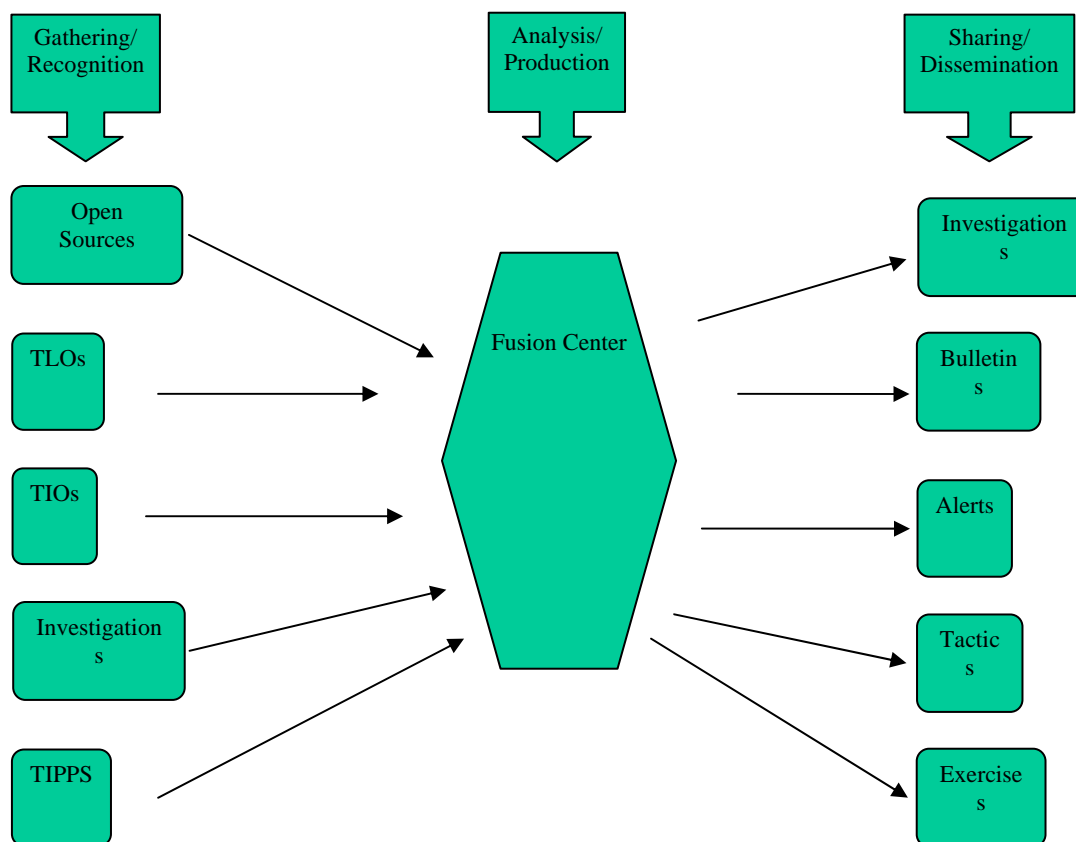
This initiative will be operated by the Government of the District of Columbia and governed by regulations, policies, procedures, and memorandums of understanding established through a collaborative process with NCR partners.

5. Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The entire information gathering, production processes, dissemination and sharing will be managed under the direction of the District of Columbia Deputy Mayor for Public Safety and Justice. The Chief of Police or his designee shall be the direct program manager for this effort.

INITIATIVE PLAN

INITIATIVE PLAN: OPERATION TIPP – TERRORIST INCIDENT PREVENTION PROGRAM

1. Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

In detecting and preventing terrorist plots and incidents in the NCR, the timely gathering of information and recognition of potential terrorist indicators are essential. Operation TIPP was launched, on a limited basis, in early 2005 as a way to enlist the support of DC's business community in providing information about suspicious activities or requests involving their businesses that could be related to terrorism. The current program includes 1) educating businesses within specific industry groups on indicators of suspicious activity, and 2) providing mechanisms – including a toll-free number (1-877-YOU-WATCH) – for businesses to report suspicious activity to authorities, where that information can be analyzed and potentially fused with other intelligence.

Almost every major terrorist incident in recent decades involved terrorists procuring legitimate goods and services from legitimate businesses. In most cases, the terrorists' requests and actions might have raised suspicions about the ultimate goals of the "clients," had the involved businesses been educated in what to look for. It is likely that future incidents might also involve terrorists attempting to conduct business with legitimate entities, without raising suspicion or detection by enforcement authorities. Educating the business community to terrorist threats involving their

companies, raising their overall level of awareness and providing a means to report their suspicions are the core elements of Operation TIPP. As such, the current, limited program provides a solid framework for leveraging the support and information of the broader business community in combating terrorism. Expanding the program would generate potentially more – and more useful – intelligence, early enough in the terrorist planning process, to allow authorities to identify, disrupt and prevent future attacks.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

When it was initially launched, Operation TIPP was intended solely for businesses in the District of Columbia only. The reality, however, is that the NCR is a truly regional economy. Just as terrorists or other criminals do not recognize "artificial" jurisdictional boundaries, neither does the region's business community. In fact, many of the manufacturing and service businesses and industries that may be targeted for dealings by terrorists – and, therefore, would provide some of the most useful indicator information to authorities – are located outside the boundaries of the District of Columbia. The proposal would expand the geographic reach of Operation TIPP to the broader NCR. This geographic expansion may also necessitate an expansion of the number and types of businesses that would be targeted for educational materials and outreach.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Since Operation TIPP has been operational on a limited basis since early 2005, the basic resources, processes and tools to carry out this Initiative already exist. Research into affected industries and businesses has been conducted and educational materials specific to those industries and businesses have been published. Processes for distributing the materials have been developed, and mechanisms for individuals to report information back to the police (including a confidential toll-free telephone number) have been created. The framework for a more robust and comprehensive program already exists.

Expanding the program both to reach more businesses within DC and to extend the program's reach to the broader NCR will require that additional resources be leveraged. Specifically, relationships will need to be established and/or expanded with regional industry groups and business associations, licensing agencies and other law enforcement departments. This will be accomplished through direct outreach and participation in these entities' ongoing meetings and activities. These entities will provide both the contacts and the distribution channels needed to enlist the support of more businesses in the Initiative. In addition, employees in various government licensing, inspection and regulatory agencies will need to be trained on how to detect and report unusual or suspicious activity that may be related to terrorism.

Additionally, successful implementation of the Initiative will require that the information and tips developed through Operation TIPP are quickly and thoroughly reviewed and, where appropriate, fused with other information and intelligence gathered by authorities. As a result, this Initiative goes hand-in-hand with the Fusion Center concept also identified as a priority.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Since it will be a regional Initiative, Operational TIPP will require the involvement and support of various regional partners. The MPD, as the largest municipal law enforcement agency in the region, will continue to be the lead agency on Operation TIPP. It is proposed, however, that the MPD will partner with an existing regional organization, such as the Metropolitan Washington Council of Governments (COG), to expand the reach and impact of the program. COG's Police Chiefs Committee, on which the MPD actively participates, would provide a recognized, trusted and established partner for overseeing the expansion of Operation TIPP regionally. The committee would serve in an advisory capacity, helping to evaluate Operation TIPP and chart the future direction of the program.

Stakeholder involvement will be generated through direct outreach to local and regional business associations (e.g., Washington Board of Trade, chambers of commerce and business improvement districts), as well as to industry and professional associations that serve the specific targeted businesses. In addition, advertisements targeting the business community and the community at large would be developed to further enhance awareness of Operation TIPP and stakeholder participation in terrorism prevention.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The detection and prevention of terrorism in the NCR begins with the timely gathering of intelligence and information that may point to developing terrorist plots. Past experience shows that terrorists frequently use legitimate businesses to acquire the goods and services they need to carry out their attacks. As a result, local businesses may have interactions with and information about potential terrorists before police or other homeland security authorities. Harnessing this information from the NCR's business community – in a timely, easy and effective manner is the overriding goal of Operation TIPP.

This Initiative is a critical element of the DC State priority of information gathering and recognition of indicators. This Initiative complements the other intelligence analysis, production, sharing and dissemination priorities of the DC homeland security program. For example, Operation TIPP would serve as a critical information source for a proposed regional Fusion Center.

INITIATIVE PLAN

UPGRADE OF CLOSED CIRCUIT TELEVISION CAMERAS IN THE JOCC

1.   Provide the Name of this Initiative.   Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

This Initiative is to upgrade the current Closed Circuit Television Cameras (CCTV) that are operated in the JOCC. This Initiative will enhance a key sensor and information stream into the

JOCC. The CCTV system is a vital component in providing situational awareness to MPD command staff during planned/unplanned events, civil disturbances, and heightened threat levels. Additionally, the CCTV system can monitor certain critical infrastructures in Washington, D.C.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

MPD's CCTV system provides viewing capability of various critical areas within Washington, D.C. This includes the National Mall area, Union Station, White House, Downtown area, and key transportation infrastructure.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

MPD currently operates 19 cameras that provide live feeds into the JOCC. These cameras are over five years old and are of older technology. They have limitations in viewing quality/resolution and no instant review capabilities. Night viewing capabilities are very limited. In order to obtain this Initiative, investment will need to be made in upgraded CCTV cameras and the software to manage the cameras. Upgraded CCTV camera systems are required to improve situational awareness of major events and critical incidents. The upgraded CCTV systems have better resolution for night viewing. The software that manages the cameras has a lower threshold of training. Currently, we are dependent on technician support to operate the current cameras. The upgraded system will allow sworn personnel to be trained in the operation of the CCTV system. The upgraded CCTV system has instant review capabilities, whereas the current CCTV system does not. The upgraded CCTV system will be Web based which will improve the ability to quickly share the CCTV images among regional command centers during crisis situations. The new CCTV system can incorporates a weather monitoring system on each camera that can feed real time weather conditions into a plume modeling software system in case of a CBRN release. This would provide a vital sensor/warning system to executive level decision makers in the District of Columbia. Policy guidelines for sharing these images and sensor data among agencies and disciplines need to be developed.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The District of Columbia government and specifically MPD will provide governance of the upgraded MPD CCTV system. Strict legal conditions are in place for the application of MPD's CCTV system. The legal scope of CCTV applications are defined in District of Columbia Municipal Regulations (DCMR) 24, Chapter 25.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative will enhance a critical information stream providing situational awareness during planned events as well as crisis situations. This Initiative will also greatly enhance the ability to share this critical information stream regionally and will be a key element of Washington, D.C.'s homeland security program.

Interoperable Communications

INITIATIVE PLAN

APCO-25 RADIO STANDARD OPERATIONAL INTEGRATION AND REQUIREMENTS PLANNING

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

      It is important for the District to have a comprehensive plan to continue maintaining the strengths that have been achieved in voice interoperability. With the introduction of APCO-25, the region has identified that it could pose significant reductions to the region's voice interoperability capabilities. As such, this requirements and planning effort is critical to ascertain what areas will be affected by the introduction of the rebanding and to determine if there planning steps needed to mitigate these effects. Additionally, the District needs to determine if an APCO-25 radio upgrade is advantageous.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

      The geographic context of this Initiative consists of the District of Columbia and surrounding counties, Montgomery and Prince George's County, Maryland as well as Loudoun, Prince William, Arlington, Fairfax counties and Alexandria City in Virginia.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

      The District's and the NCR's radio managers and shops will interact closely to implement thieplan and requirements gathering effort. Through other regional efforts, such as the NCR Radio Cache, the working relationships have already been created. This effort can be accomplished through a similar construct, utilizing the Communication Subcommittees of the MWCOG's Police and Fire Committees. As a number of the entities in the NCR are currently working on similar issues, their lessons learned, information sharing, and best practices, will also facilitate the efforts of the District.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

      This Initiative will require the involvement of ESF-2 Communications, ESF-13 Law Enforcement, ESF-8 Fire, and the District's agencies that fall under those ESFs. Regional radio operational Mutual Aid radio communications pacts will be reviewed and recommendations to modify, if appropriate, will be developed by the project team and recommended to the MWCOG Communication SubCommittees.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The District's Strategic Plan indicates that in order to prevent incidents, maintaining or enhancing the capabilities of the Office of Unified Communications (OUC), to which the 800MHz and other radio systems belong is of key importance. This Initiative speaks directly to that item as a potential problem has been identified and steps are being taken to mitigate the impact. Additionally, this plan would also facilitate the national goals of Expanded Regional Collaboration and Strengthen Interoperable Communications Capabilities, through the regional cooperation and sharing of lessons learned and best practices.

INITIATIVE PLAN

<u>ENHANCE PUBLIC SAFETY/PUBLIC SERVICE RADIO VOICE INTEROPERABILITY ON THE 800 MHZ SYSTEM FOR DISTRICT AND REGIONAL RESPONDER AGENCIES WITH EMPHASIS ON HEALTH AND TRANSPORT ESFS</u>

1.   Provide the Name of this Initiative.   Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

This project will strengthen the OUC as it responds to the increasing needs of the emergency responder community. The Health and Transportation ESFs have critical communication needs to be identified and addressed within the existing 800 MHz voice system. It is important that their needs are addressed without risking the other agencies' voice interoperability accomplishments. Therefore, the needs assessment, rework of the fleet map and determination of equipment needs are necessary components of this project.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

These additional public safety/public service and health and transportation agency users are added to the public safety voice network by enhancing their current radio template/fleet map used within the District of Columbia. Theoretically any of these additional users would be able to make use of technical capabilities for interoperability that facilitate mutual aid to/from the District to surrounding NCR users and within the District.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative.   Briefly consider how these resources, processes and tools may be attained.

A modern 800 MHz public safety network already exists with excellent coverage throughout the District. Existing planning and design personnel in the OCTO Wireless Programs Group together with technical staff of the OUC and 3rd party technicians to reprogram radios will perform the bulk of the planning. This group planned and implemented the existing network. The existing organization within OUC with principle day-to-day operational responsibility for this voice network will manage the introduction of the two new user groups onto the network.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

MOU will be signed by all participating agencies and representatives of each will have significant roles on the project team. The project plan will be approved by the Deputy Chief Technology Officer of OCTO and the Director of the OUC on the advice of the project team. Acquisition will be initiated by OCTO and managed by the Office of Contracting and Procurement. Final user acceptance will be acknowledged by the Health and Transportation ESFs (or their representatives).

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

Enhancing public safety/public service responder communications on public safety radio network is a significant complement to existing communications for public safety. Adding and enhancing these responder oriented agencies into the District's network, and ultimately into the regional 800 MHz and ACU-1000 interoperability network directly supports the Overarching National Priorities of Expanded Regional Collaboration and Strengthen Interoperable Communications Capabilities.

INITIATIVE PLAN

BROADBAND DATA DISPATCHING – PILOT

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Pilot to integrate broadband data dispatching capabilities into the OUC radio dispatch environment. This Initiative will continue the enhancement of the OUC's capabilities. As new technologies are introduced, the requirements for actual implementation are crucial to the continued high standards of operations by the District's Dispatch Centers. This project continues the plan for increasing the capabilities of the OUC and offering additional services to the District's Agencies. This is a planned, phased approach to implementing the data/information sharing over wireless broadband. Through the requirements gathering, implementation plan and pilot, the

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

This project encompasses the District of Columbia and the emergency responder agencies within the District.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

This Initiative is a natural extension to programs that have already been implemented within the District, specifically the WARN program as well as the NCR Interoperability Program. As such, the processes, resources and tools for the most part have already been identified. Specifically, this

project will require coordination between the Office of the Chief Technology Officer, the OUC and the participants that could include the following agencies: Law Enforcement, Fire/EMS, EMA, Health and Transportation. All of the agencies have working relationships that can be leveraged for this project.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

Governance structure currently exists and it is not anticipated that modifications to governance will be required

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative directly supports the District's strategic capability to enhance the OUC. Additionally, this project directly supports the Overarching National Priority Strengthen Interoperable Communications Capabilities.

INITIATIVE PLAN

ACU-1000 FAMILIARITY PROJECT.

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

This Initiative will exercise ACU-1000 units used by the NCR to increase the familiarity for the operators of the ACU-1000 and those affected by use of these units to achieve voice interoperability.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

There are four existing ACU-1000 units in use in the NCR, some or all of which can be used in these exercises. Personnel who are normally responsible for O&M of these assets will be those benefiting from this practice with the goal that in times of stress it is easier for them to perform their jobs quickly and accurately.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The exercise plan will be approved by the Director of the OUC on the advice of the project team. The project team will consist of users and operators from those NCR entities that have agreed to participate in the exercises.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

Presently, the use of the ACU-1000 is not thoroughly understood and is not fully coordinated between all affected parties. Enhanced training of operators in the use of ACU-1000 to support voice interoperability and a more experienced user base directly supports the Overarching National Priorities of Expanded Regional Collaboration and Strengthen Interoperable Communications Capabilities.

INITIATIVE PLAN

WARN NETWORK AND CUSTOMER OPERATIONS

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The District must be prepared for events such as 9/11 and Hurricane Katrina. In order to provide the necessary communications capabilities for our ESFs, mission critical applications such as computer aided dispatch, email, web, WebEOC, video, and other applications must be available for delivery. In the event of major or day-to-day emergencies, all District and Federal emergency personnel must be interoperable. The District constructed a world-class city-wide broadband network to provide such a capability. The network is supported by multiple forms of interconnect and power redundancy, which is something not provided by the commercial wireless carriers. WARN is a dedicated public safety network, with no contention from the public. Common occurrences such as major traffic accidents congest commercial networks. Thereby major events constrict the availability of the commercial networks due to excessive use. Additionally, high bandwidth applications, such as streaming video, are prohibited from use on commercial networks, making applications such as streaming helicopter video to incident commanders impossible. Sustaining the existing WARN capability is an essential component to provide interim emergency support for vital data applications until the regional broadband wireless network is constructed under an existing UASI program.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

WARN is operated with an experimental license from the FCC within the physical boundaries of the District of Columbia. It provides outdoor connectivity for District, Federal and other agencies with a public safety role. Network use is restricted to the geographic limits of the District of Columbia by terms of the FCC license, but there are NCR users using the network when in the city.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

There is an existing eight person organization responsible for ongoing operation and maintenance of the WARN network. The physical network is fully deployed, originally consisting of ten sites.

This has been expanded to provide better coverage around the White House for federal users and at RFK stadium to support an increased public safety presence needed with the return of baseball to the District. The District's radio sites were leveraged for generator, climactic, and other systems that provide highly reliable and fault tolerant data solutions. Additionally, the broadband sites leverage a dedicated wireless ring on the DC-NET system providing multiple redundant paths for connectivity to the core DC Wide Area Network. It further leverages the DC WAN and its multiple interconnection points with the Internet. The network has enough end-user hardware to support 200 users and the bulk of these (173) have been distributed. All of the existing resources will be utilized during FY07 to ensure a highly available and excellent user experience.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The Office of the Chief Technology Officer (OCTO) operates the network and agencies and organizations use WARN under the terms of Memorandums of Use between user agencies and OCTO, the operating agency. OCTO holds monthly user group meetings to provide direction and network and application plans (and applications used over it). WARN is currently used by seven District agencies and four Federal agencies.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative directly supports District Goal 1: Prevent, eliminate and/or reduce risks faced by the District and more specifically Objective 1.c: Enhance prevention by developing methods of interoperable communication.(OCTO), and is a critical precursor activity to implementation of Step 1.c.5: Deploy wireless broadband public safety network throughout the NCR. It also directly supports the Overarching National Priority Strengthen Interoperable Communications Capabilities.

This Initiative is a continuation of an existing successful program to introduce public safety wireless data communications, and has been used by representatives of most of the public safety organizations who operate within the physical boundaries of the District.

INITIATIVE PLAN

INTEROPERABILITY SUBMITTED BY DCEMA

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Since September 11, 2001, the District of Columbia has invested in a series of technology Initiatives aimed at improving information flow through a series of interoperable communication solutions. These solutions have become an integral method of communication and information dissemination both in the Emergency Operations Center (EOC) and between the EOC and the ESFs located in the field. Without funding to support the ongoing operations of this equipment,

the likelihood that this equipment would fail or result in decreased information sharing during an incident is markedly increased.

This proposal would allow the District to support regional communication interoperability by ensuring that the hub of this communication effort, the DCEMA EOC, is enhanced and maintained. This Initiative will accomplish this by:

1.   Supporting an information technology staff person to manage the various communication tools;

2.   Maintaining the various communication systems by extending maintenance contracts; and

3.   Refreshing the technology used to interact with other regional jurisdictions and updating the emergency operations center at the center of this regional communication effort.

While this Initiative will address the interoperable communication target capability, it will directly allow these information sharing capabilities to continue or enhance the following systems:

- WebEOC
- DC Emergency Operations Center
- DCEMA Mobile Command Center
- Mobile Command Posts
- GIS systems
- Radio communication systems
- Washington Area Warning and Alert System
- Domestic Events Network (DEN)
- Emergency Alert System
- District RSAN Alerts
- Voice Alerts (Reverse 911) (Request is from UASI)
- Citizen Text Alert (Request is from UASI)

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative addresses regional interoperability by bolstering a critical node in the regional information sharing. The funding will focus on the assets located in the District, but will benefit the region by ensuring that this node is resilient.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

This Initiative relies on services and assets readily at the disposal of the DCEMA. In order to maintain these processes, DCEMA must extend these resources lifespan.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The District of Columbia has engaged the Mayor's Emergency Preparedness Council is the governance structure that guides the executive homeland security decisions. This governance

structure involves all of the agency executives for each ESF and the Deputy Mayor for Public Safety and Justice. This council is responsible for monitoring the homeland security efforts. The implementation of the plan will rely on sound project management implemented by DCEMA and monitored by the SAA.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The Initiative supports this national priority by ensuring that the DCEMA is technically capable to collaborate during exercise and emergency scenarios through the maintenance of a resilient interoperable communication system.

INITIATIVE PLAN

CHARGING VEHICLE

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

This Initiative will assist deployment during large events and critical incidents by providing a vehicle dedicated to providing first responders' recharging needs for their handheld communication devices. Responsibilities during critical events and incidents may require mobilized responders to remain on post for extended periods of time. In order to maintain communications ability, a vehicle dedicated to providing recharged batteries for both portable radios and wireless phones would improve efficiency during these events.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will be implemented in the District of Columbia and in concert with similar programs throughout the NCR. Due to the uniqueness of the NCR, a coordinated approach among the jurisdictions is necessary for an effective Critical Infrastructure Protection Program (CIPP).

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The specifications of the vehicle should be designed to take into account the power output involved and subsequent safety of operating members. A safe design would allow for a maximum of 150 portable radio batteries to be charged at one time. This Initiative would be realized through purchasing a vehicle, designing the schematics for its use, purchasing the equipment needed and procuring a vendor to complete the installation of equipment and appropriate modification of the vehicle. Staffing to deploy this vehicle currently exists within MPD and within the framework of the District of Columbia radio cache.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be operated by the Government of the District of Columbia and governed by regulations, policies, procedures, and memorandums of understanding (MOUs) established through a collaborative process with NCR partners.

5. Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The Director, Office of Police Communications of the MPD would manage this Initiative. This program would be viable enough to support the DRP), the NRP and regional collaboration, which will be necessary to secure and protect the unique infrastructure of the NCR. Deployment and assistance would be available for local and federal assistance during large scale events and critical incidents throughout the NCR. This will ensure that the program supports the respective local response plans, the NRP and regional plans, which will be necessary to secure the unique infrastructure of the NCR. This program will be in direct support of the NIPP.

INITIATIVE PLAN

SATELLITE PHONE CACHE

1. Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis

This Initiative would develop a cache of 200 Satellite Phones for backup communications if an area's main infrastructure of emergency communications is disrupted. Satellite phones provide an independent resource that would not depend upon the effected systems. A satellite phone system is redundant as each call is routed through several satellites, which then combine the signal into a single static free call. If one of the paths to one of the satellites is blocked the other satellites keep the call from terminating. Referred to as "Path Diversity", it minimizes dropped calls.

2. Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will be implemented in the District of Columbia in concert with similar programs throughout the NCR. Due to the uniqueness of the NCR, a coordinated approach among the jurisdictions is necessary for an effective CIPP.

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

An Inventory of 200 Satellite Phones, chargers and backup batteries would need to be purchased. Staffing to maintain and deploy this Initiative currently exists within MPD.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be operated by the Government of the District of Columbia and governed by regulations, policies, procedures, and memorandums of understanding established through a collaborative process with NCR partners.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The Director, Office of Police Communications of the MPD would manage this Initiative. This program would be viable enough to support the DRP, the NRP, and regional collaboration, which will be necessary to secure and protect the unique infrastructure of the NCR. Deployment and assistance would be available for local and federal assistance during large scale events and critical incidents throughout the NCR. This will ensure that the program supports the respective local response plans, the NRP and regional plans, which will be necessary to protect the unique infrastructure of the NCR. This program will be in direct support of the NIPP.

Law Enforcement Investigation and Operations

INITIATIVE PLAN

TRANSITIONING TO A TIER 1 CITY FOR TARGET CAPABILITIES

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The District of Columbia's MPD currently has extremely robust response capabilities. The department is able to deploy teams of specially trained officers in special weapons teams, explosives ordnance teams, civil disturbance teams as well as air and waterborne response teams. Homeland Security Presidential Directives (HSPD) #5 and #8, however, require local authorities in Tier One Cities to be capable of handling any catastrophic incident for a minimum of 72 hours without relief from federal partners. In accordance with the Department of Homeland Security (DHS) Directives, FEMA has established Resource Typing guidelines for local law enforcement agencies as it relates to manpower, equipment and training. This Directive directly addresses the needs of the Department's Emergency Response Team (ERT), Harbor Patrol Unit, Explosive Ordinance Disposal Unit, Air Support Unit, and Civil Disturbance Units in all three areas.

The goal of the MPD is to meet the qualifications of the Tier 1 capabilities in every category. As such, this Initiative addresses current gaps in these capabilities in order to assure that Washington, DC is prepared to handle any and all law enforcement functions in any threatened environment. It is essential that the Nation's Capital, which serves as the sear of the Federal government, and the host to numerous large scale special events, be prepared to respond to any catastrophic event. Even though the department has made significant progress in the preparation of law enforcement agencies, the gaps that have been identified must be rectified through this Initiative.

Transitioning to a Tier 1 City for Target Capabilities Initiative Goals:
1.   Develop a strategy to acquire the equipment necessary to enable the MPD to respond to and safely operate in any hazardous environment for a minimum of 72 hours without Federal support.
2.   Meet the standards as set by the Office of Domestic Preparedness in their instructions for complying with HSPD #5 and #8.
3.   Adopt training and other Initiatives to ensure the department can operate as described in HSPD.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The Initiative is designed to enhance the level of preparedness throughout the NCR by ensuring that the MPD will be able to provide adequate and sustained law enforcement services during any eventuality. Although the Initiative is primarily conceived to provide for local responders, it also considers the integration of the multitude of uniformed federal agencies that will be deployed during a regional response to any large-scale threat with a well trained cadre of law enforcement officers.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Currently the MPD has a respected response program. As outlined above, however, the MPD is lacking in several areas of HSPD #5 and #8. Generally, the department is somewhat deficient in areas of specialized equipment, written policy and education. These areas would be rectified if this Initiative proceeds. To attain Tier One status, equipment must be purchased and specialized training would be required. This will be supported by an influx of dollars to provide for the equipment and to supplement vacancies created while members are being trained.

Additionally, response guidance, standard operating procedures and updated policies for specialized deployments must be created and/or updated. This entails a multitude of research and other work that would be supported through this Initiative.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative would require the support and direction of the MPD command staff and supervisors from within the Special Operations Division. The day-to-day management of this Initiative would fall to the Executive Assistant Chief of Police for Operational Services and the Executive Director of the Office of Organizational Development as managed by the Office of the Chief of Police. Also, should this Initiative be moved forward the entire MPD would be much better equipped to continue offering support and assistance throughout the city and the National Capitol Region.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative incorporates National Incident Management System (NIMS) through the acquisition of equipment from the Approved Equipment List (AEL) and other procedural compliance with HSPD #5 and #8. This Initiative upgrades the department's capabilities in the response to all threats, which is outlined in the District's Homeland Security Strategy (DHSS). The Initiative will expand regional capabilities by increasing the MPD's response capabilities. Through existing protocols and agreements the assets and knowledge, obtained through this Initiative, will be available for deployment throughout the NCR.

INITIATIVE PLAN

FIRST RESPONDER FAMILY SUPPORT PLAN

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The District of Columbia's MPD currently provides support for families affected by a member reporting for duty during a crisis. The Department's Employee Assistance Program (MEAP) provides advice and council for family members affected by crisis response situations. In light of

the lessons learned from Katrina however, the MPD realizes that first responder family support is critical during a large scale disaster. Currently, MPD has no plan in place to ensure members with dependent children/parents can report to work during a public emergency. Consequently, if such an emergency occurred, it is anticipated that a percentage of those responders would not be able to respond.

First Responder Family Support Plan Initiative Goals:

1. Utilize contractor support to complete a study/survey that establishes the need and locations of members who will require family support during an emergency.

2. Develop plans and procedures and acquire the equipment and space necessary to enable the MPD to provide support for the immediate dependents of its members during large scale crisis situations.

2. Regional Construct: Briefly describe the geographical context of this Initiative.

The Initiative is designed to primarily benefit the members of the MPD, their families and the community served. This Initiative, however, was originally conceived as an Urban Area Security Initiative (UASI) project and is, by design, adaptable for the entire region. This Initiative will enhance the NCR as a whole by ensuring that responders will be able to report to work with the assurance that their families are safe and secure.

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Currently, the MPD does not possess the means to support member's immediate dependents during a large-scale crisis. If approved, the MPD would contact various institutions throughout the region and enter into agreements to provide for the basic human needs (food, clothing, shelter) of its member's immediate dependents.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative would require the support and direction of the MPD command staff and supervisors from throughout the department. The day-to-day management of this Initiative would be the responsibility of the Senior Executive Director of the Office of Corporate Support as supported by the Commander of the Institute of Police Science. This Initiative will significantly improve the MPD's level of preparedness and ensure critical staffing will be available to continue offering support and assistance throughout the city and the NCR during a large-scale crisis.

5. Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative upgrades the department's capabilities in the response to all threats, which is outlined in the DHHS. The Initiative will expand regional capabilities by increasing the MPD's response capabilities. Through existing protocols and agreements, the assets and knowledge obtained through this Initiative will be available for deployment throughout the NCR.

INITIATIVE PLAN

INFORMATION SYSTEMS THAT SUPPORT THE COLLECTION AND IDENTIFICATION OF TERRORIST INDICATORS

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   When it comes to detecting and preventing terrorist plots and incidents in the National Capital Region, the timely gathering of information and recognition of potential terrorist indicators are essential. . Information gathering will include the connectivity between all partners through such centers as the Virginia-based Joint regional Intelligence Center, Maryland Coordination and Analysis Center, and District of Columbia Fusion Center.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This Initiative will be operated within an NCR framework, which includes a multi-discipline and multi-jurisdiction approach. Information gathering will include the connectivity between all partners through such centers as the Virginia-based Joint Regional Intelligence Center, Maryland Coordination and Analysis Center, and District of Columbia Fusion Center.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   - A computer network is required that allows for the gathering and sharing of information between state and local centers. This may begin as the centers share access to their systems.

   - Standardized plans, protocols, and procedures for obtaining, accessing, and using information from non-MPD sources are required. This includes, but is not limited to, protocols on identifying, recording, transmitting and receiving information. MPD will create and execute the necessary MOUs with other entities to expand the SOCC/Fusion Center access to information.

   - Computers, equipment, computer programs and communication devices are needed to support the intelligence gathering and recognition of indicators.

   - Personnel trained in using and maintaining the open sources as well as other electronic government informational sources are necessary. Support personnel are needed to ensure that the systems, programs, and connections are operational 24/7.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be operated by the Government of the District of Columbia and governed by regulations, policies, procedures, and memorandums of understanding established through a collaborative process with NCR partners.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The entire information gathering, production processes and dissemination and sharing will be managed under the direction of the District of Columbia Deputy Mayor for Public Safety and Justice. The Chief of Police or his designee shall be the direct program manager for this effort.

INITIATIVE PLAN

RAPID DEPLOYMENT PLATOONS (RDP)

1.   Provide the Name of this Initiative.   Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The MPD has developed plans and procedures to respond to large-scale catastrophic events. New General Orders and Standard Operating Procedures have been implemented and the entire MPD has been trained to a certain level of response in any/all hazard crisis.

The identified critical weakness for the MPD would be the immediate gathering of specially trained and equipped members to fill specific law enforcement roles needed to protect, respond to, or recover from a large-scale catastrophic incident.

The current plan for local agencies tasked with managing large-scale emergencies requires the exhaustion of local resources prior to requesting assistance. The MPD has developed a Rapid Deployment Team (RDT) concept that would provide additional local resources during such emergencies. These resources would be deployable both within the District of Columbia as well as in other jurisdictions, as was needed in the aftermath of Katrina. The RDT's would contain law enforcement resources to include forensics, civil disturbance (Mobile Field Force) teams, containment teams, investigators, HAZMAT technicians, tactical EMT's and line officers to support traditional law enforcement assignments. Their modular design allows for expansion as necessary and an organization that supports integration into existing Incident/Unified Commands. These teams would be self-sufficient, as they would be deployed with all necessary equipment and resources to maintain operations for extended periods.

Rapid Deployment Platoons Initiative Goals:

1.   Enhance plans and procedures and acquire the equipment necessary to enable the MPD to respond to and safely mitigate multiple catastrophic incidents within the city, region or nationwide upon demonstrated need and request.

2.   Develop procedures and acquire state of the art equipment necessary to successfully respond to all hazards.

3.   Develop regional response plans to enable the NCR to better handle multiple events simultaneously.

4.   Provide for independent law enforcement services within the city for extended periods of time or when the resources are taxed during a long scale event.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The structure of the RDP allows for the organization to enhance the MPD's response and provide for all law enforcement services during a catastrophic event. Additionally, based on this concept the MPD would monitor and fulfill requests for assistance from outside agencies and those within the NCR as current inter-agency agreements or protocols dictate. This Initiative was created in response to the lack of coordinated response to the Hurricane Katrina disaster.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Currently the MPD has the capability for handling many threats. This includes maintaining and deploying equipment and sufficient staff to ensure that a threat can be safely handled. Without the use of the RDP's, however, this may not be the case for significant disaster events (e.g., the MPD would be unable to handle simultaneous incidents where multiple destructive devices were detonated or where numerous causalities are experienced). At current staffing levels, configured in the traditional organizational model, the department would be challenged to rapidly provide sufficient resources to handle large-scale no-notice incidents after normal business hours. Many times the MPD must use call back procedures in order to perform critical tasks that require a specialized response.

To enable the MPD to provide for all law enforcement services during a critical incident or for extended periods of time, the Department must provide training and equipment to rapid integration of members performing such critical tasks as forensics, investigations, crowd control, and area denial. This equipment must be obtained with consideration for redundancy. This redundancy will allow the department to respond outside the city or to assist other agencies, while not decreasing MPD's capabilities to respond to incidents occurring within the District of Columbia.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative would require the support and direction of the MPD command staff and supervisors from all organizational elements of the agency. The day-to-day management of this Initiative would fall to the Commander of the Special Operations Division, as administered by the Assistant Chief of Police, Operational Support Command, and the Executive Assistant Chief of Police or Chief of Police.

5.   **Program Management:**   **Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative incorporates NIMS through the acquisition of equipment and training from the Approved Equipment List (AEL). This model is compliant with the District's Strategy and the supports the National Priorities through the Law Enforcement Operations and Response Target Capability.

INITIATIVE PLAN

RECORDS MANAGEMENT SYSTEM FOR COORDINATED INVESTIGATIONS

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Due to the uniqueness and the threat profile of the NCR there is a critical need to develop and implement a Records Management System for the MPD and the NCR. Some terrorist activity is funded through traditional crimes such as robbery, fraud, identity theft, and trafficking in stolen merchandise and autos, narcotics etc. These are crimes that local law enforcement routinely investigates. Additionally, local law enforcement makes contact with numerous individuals on a daily basis. The investigations and contacts are documented and stored with the respective agencies in the NCR, but there is not an integrated and expedient sharing of this information, nor is the information collected analyzed from a regional approach. The RMS would be an integrated investigative records and case management system that would be shared among the NCR law enforcement partners. Each NCR partner would input case information, such as investigative records, arrest data, mug shot files, AFIS records, DNA CODIS, arrest records, investigative stop records, ticket information, stolen property information, intelligence files, police reports, jail visitor logs, and medical examiner files into one integrated system. This capability would allow law enforcement to carry out expedient and effective investigations of all criminal activity within the NCR, as well as identifying terrorist criminal enterprises.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative will be operated within an NCR framework, which includes a multi-discipline and multi-jurisdiction approach. The RMS process will include the connectivity between all partners who will be required to input data into the RMS.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

MPD has an information system used in investigations WACIIS and CLOUMBO. However the systems have serious shortcomings in relation to link analysis and limited data input. Additionally, MPD does not have a computerized integrated records management system. Some files such as WACIIS, CJIS, WALES, Mug shot retrieval, and ASAP are computerized records that could be readily adapted to an RMS. However, other files are not yet computerized such as

police reports and forensic files which are still in a written format. This lack of integration of computerized records makes it difficult at best to identify potential criminal terrorist activity. MPD contains a large amount of records dealing with criminals and their activities, but the information is not integrated and the majority of records are still in a type written and hand written format or in stand-alone databases. MPD also has trained criminal analysts that could identify trends in criminal activity and potential terrorists by using an integrated RMS and disseminating that information region wide for prevention of criminal activity, apprehension of criminals and prevention of terrorist attacks.

The RMS would be built by information technology personnel and a selected vendor. Additionally, the systems would be maintained and all NCR partners would agree to share information to be included in the RMS. Minimum requirements for data input would be agreed upon by the NCR partners. The coordinated sharing of records through a database or RMS will prevent terrorist and criminal activity and assist in the management of terrorist and criminal investigations.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative will be operated by the Government of the District of Columbia and governed by regulations, policies, procedures, and memorandums of understanding established through a collaborative process with NCR partners.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

The RMS would be created and managed in cooperation with the NCR partners. This system would allow for critical investigative and information sharing throughout the NCR on potential terrorists and criminal activities that cross jurisdictional boundaries. This information sharing through RMS would help prevent terrorist attacks and allow law enforcement to take a proactive preventive approach by using an integrated investigative response to a regional crime or terrorist enterprise.

INITIATIVE PLAN

TERRORISM LAW ENFORCEMENT OFFICER AND TERRORIST INFORMATIONAL OFFICER

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

When it comes to detecting and preventing terrorist plots and incidents in the National Capital Region, the timely gathering of information and recognition of potential terrorist indicators are essential. The Terrorism Law Enforcement Officer and Terrorist Informational Officer program will be coordinate law enforcement agencies, public agencies, and private entity in the NCR will pass information to the Fusion Centers within the NCR and officers in the field.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative will be operated within an NCR framework, which includes a multi-discipline and multi-jurisdiction approach. The Terrorism Law Enforcement Officer (TLO) and Terrorist Informational Officer (TIO) program will be coordinated with the entities of the NCR. Participants can be a member of any law enforcement agency, public agency, and private entity in the NCR.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

- A network of lead officers within local and federal agencies that will be the mechanism for passing information to the Fusion Center and products back to the field.

- A trained network of employees in DCRA, DPW, Fire and EMS, and other NCR agencies and private business. These individuals, who are on the street, may notice suspicious activities/events. Select people from these organizations will be the Fusion Center's contact for information flow to and from the Center. Both law enforcement officers and members of other agencies and private entities will be trained on what to look for and how to report suspicious activity. They will become the "trainers" and information sources for other members of their organization.

- Standardized plans, protocols, and procedures for Information Gathering and Recognition of Indicators will be produced. This includes, but is not limited to, protocols on identifying, recording, transmitting and receiving information. MPD will create routine, written intelligence reports for dissemination or actionable items for investigators, officers, and others that will focus their attention and information gathering.

- MPD will establish a TLO program that includes not only MPD personnel but will also include other local officers, federal officers, regulatory inspectors, fire and EMS, private security officers and others to help provide information on suspicious activities and a means to share information with the broader group of stakeholders. A selection process, description of duties, and training must be developed.

- Computers, equipment, computer programs and communication devices are needed to support the intelligence gathering and recognition of indicators by TLOs and TIOs.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative will be operated by the Government of the District of Columbia and governed by regulations, policies, procedures, and MOUs established through a collaborative process with NCR partners.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The entire information gathering, production processes and dissemination and sharing will be managed under the direction of the District of Columbia Deputy Mayor for Public Safety and Justice. The Chief of Police or his designee shall be the direct program manager for this effort.

INITIATIVE PLAN

TRAINING AND EXERCISES

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The District of Columbia's MPD currently has robust plans and procedures for response in an all hazard environment. The department has created policies and procedures that guide departmental response during periods of increased threat or disaster; however, the skills and capabilities needed in today's environment are quickly perishable and continue to evolve over time. Therefore, policies and skills must be continually revised and exercised to keep pace with potential threats.

The MPD has developed a comprehensive tiered exercise program over the past several years that must be maintained in order to continue provide the necessary level of readiness. Therefore, this Initiative provides for the continuation and augmentation of the training and exercises program already established within the MPD.

Training and Exercises Initiative Goals:

- Update current training/exercise strategy to enhance practical exercises involving all members of the MPD.
- Ensure specialized teams within the department review best practice response Initiatives from other law enforcement agencies and dedicated outside sources.
- Increase the Department's inter-agency exercise program to include "out-source" evaluation and feedback reviews.
- Increase the level of expertise in the use of the NIMS throughout the agency in compliance with the NIMS Implementation Plan.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The Initiative is designed to improve MPD's interaction with other disciplines and jurisdictions to ensure sufficient local response to any major incident or disaster, which will ultimately improve response and mitigation of hazardous events throughout the NCR. Although the Initiative is primarily conceived to provide for local responders, the Initiative also considers the extensive federal response unique to the NCR.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

All members of the department currently receive training in specialized response. The department has the capability of developing curricula in the area of all threat response to a wider audience. Therefore, the enactment of this Initiative will enable the MPD to share lessons learned and best practices with other state and local agencies across the nation.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative would require the support and direction of the MPD command staff and supervisors from within the Special Operations Division (SOD). The day-to-day management of this Initiative would fall to the Commander of the Institute of Police Science and the Commander of the SOD as managed by their respective supervisors. In addition, once the knowledge is obtained and the required staff is in place the entire MPD and the NCR will be enhanced by adding capabilities that are current with the ever-changing environment of all hazard response.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative incorporates NIMS integration and supports the District's Strategy with regard to a comprehensive all hazard threat.

INITIATIVE PLAN

RESPIRATORY PROTECTION STOCKPILE INITIATIVE

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The District of Columbia's MPD currently has a sufficient stock of respiratory protection issued to all sworn and civilian members of the department. The issued protection is sufficient protection to provide for the health and welfare of MPDs members when they are forced to utilize the issued air purifying respirators (APR) for short periods of time in defense of a Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) event.

The critical task identified as a weakness in MPD's inventory is a disposable APR that would be issued in instances such as a biological or pandemic outbreak. It would be impossible for members of the agency to carry out their function in the APR issued for CBRNE protection. In such a case, it is possible that commerce may be hampered and a stockpile of Disease Exposure Control equipment must be kept on hand for the continuation of essential law enforcement operations.

This Initiative plans for the MPD to stockpile a sufficient number of the disposable APRs to support the law enforcement function during an infectious disease outbreak. An example of the appropriate APR is the N-95 surgical mask.

Respiratory Protection Stockpile Initiative:

- To develop plans and procedures and to acquire the equipment necessary to enable the MPD to respond to and safely operate in an environment contaminated by infectious disease.
- Fit test members, as per Occupational Safety and Health Administration (OSHA) Guidelines.
- Issue several disposable APRs to each member and stockpile the remainder for distribution as necessary.
- Maintain the inventory to assure shelf life and issuance to newly hired employees.

2. Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative is primarily designed to provide for the needs of the MPD during times of crisis. However, the stockpile would be made available to borrow resources in the event of an articulable need from another agency within the District of Columbia or the NCR.

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Currently the MPD has a good respiratory protection program. This program includes the issuance of APRs to all employees of the MPD. The program also issues specialized response units with Self Contained Breathing Apparatus and other state of the art respiratory protection. The MPD currently provides qualitative fit testing and is capable of quantitative fit testing. Current research supports that simple Disease Exposure Control equipment can significantly reduce the spread of infectious disease and improve the confidence of emergency workers during a biological outbreak. The MPD must obtain a stockpile of disposable respiratory protection to ensure continuing operations. The suggested APR is easily worn, can be worn for many hours and will provide for protection from infectious disease.

MPD would be required to purchase the APRs along with the fit testing equipment specific to the APR. Additionally, the MPD must develop issuance and disposal protocols.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative would require the support and direction of the MPD command staff and supervisors from within the SOD. The day-to-day management of this Initiative would fall to the commanding officer or director of the MPD Property Division as managed by the senior executive director of corporate support. Also, should this Initiative be moved forward the entire MPD would be much better equipped to continue offering support and assistance throughout the city and the NCR.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative incorporates NIMS through the acquisition of equipment from the AEL. This Initiative upgrades the department's capabilities in the response to a pandemic flu, which is a hazard outlined in the DHSS. The Initiative will expand regional capabilities by increasing the MPD's response capabilities. Through existing protocols and agreements the assets, obtained through this Initiative, will be available for deployment throughout the NCR.

Mass Care

INITIATIVE PLAN

EMERGENCY MASS CARE PLAN AND SERVICES FOR GENERAL, PERSONS WITH DISABILITIES AND SPECIAL NEEDS POPULATION IMPACTED BY A DISASTER

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    The effective development of a comprehensive mass care plan for general and special needs populations is essential to the implementation of efficient operations of a mass care site. The plan may identify personnel, facilities, process, and procedures that may be standard for the operations of a mass care site and providing services to those individuals impacted. The District's resources to aide the NCR in a disaster are the collaboration of a variety of organizations and agencies (e.g., DCPS, Consortium of Universities, etc.). The comprehensive mass care plan is one step to take in improving mass care response. The second step is to create an independent office within DHS for emergency management, increasing the staff for the independent office so that there is an adequate number of staff to facilitate the duties/functions within the agency's emergency management role for the District and the NCR.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    The geographical context of this Initiative are all quadrants within the District and may include surrounding jurisdictions.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    Each quadrant within the District has five or more possible shelter sites or more. These sites are chosen based on location and accessibility of shelters needed during a disaster. Approximately a maximum of 400 personnel (this count includes support agency personnel) may be available to manage feeding and sheltering of population impacted by disaster. As the primary for ESF 6 (Mass Care), DHS will need funding to hire (up to four) personnel to support these emergency plan efforts. DHS working along with the supporting agencies and NGO's must establish agreements with vendors and organizations to be supplied (with equipment, food, vouchers, etc.) as necessary.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    The District of Columbia, Department of Human Services (DHS), along DCEMA will coordinate with other support agencies and NGO's to monitor project progress to ensure quality and that timeframes are met.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative relates to the overall State homeland security program and incorporates the three Overarching National Priorities by encouraging a collaborative partnership between the District agencies and among the regional partners to include NGO's and other organizations that aide in supporting the NRP with regard to mass care.

Mass Prophylaxis/Medical Surge

[National Priority: Strengthen Medical Surge and
Mass Prophylaxis Capabilities]

<u>ENHANCEMENT OF THE MEDICAL SURGE CAPABILITY AND</u>
<u>MASS PROPHYLAXIS DISPENSING AND DISTRIBUTION MODALITIES</u>

1. Provide the Name of this Initiative.

Enhancement of the Medical Surge capability and Mass Prophylaxis Dispensing and Distribution Modalities

Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

In response to assessments related to SARS, pandemic influenza, Katrina response and mass casualty preparedness, there have been intense efforts to develop a comprehensive District Health and Medical Surge Plan. This plan needs to incorporate not only hospitals but other established health systems such as EMS, long term care facilities, and integrate the necessary community resources including home care that will be necessary to respond to large scale public health emergencies such as pandemic influenza, a mass casualty event, etc.

In the event of a public health emergency requiring dispensing and mass distribution of medications to the entire population, multiple types of modalities will need to be implemented. Much of this planning is going on through the Strategic National Stockpile (SNS) program and has been funded, in part, by the CDC Public Health Preparedness Grant and the Cities Readiness Initiatives Program. However, there also are Point of Dispensing (POD) enhancements that need to be completed that are not supported by the CDC Public Health Preparedness Grants. These statewide enhancements include signage, coordination of volunteers, uniform ID/credentialing, law enforcement enhancements for crowd and traffic control, training of other professionals (EMTs, etc.) for operational assistance, development of just-in-time training modules, develop campaign to educate citizens of preparedness, etc.

2. Regional Construct: Briefly describe the geographical context of this Initiative.

This initiative is District wide. It will primarily involve the District of Columbia, Department of Health (DOH), Emergency Management Agency (EMA), Department of Human Servies but will also include the other disciplines and agencies (local, state, federal) that would be involved in a mass prophylaxis situation.

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Resources, Processes and Tools that already exist:

- o The District will be leveraging the District Response Plan and the Pandemic Flu plan that is currently being updated.
- o The District has an existing SNS plan. It is also currently conducting CRI planning that is funded by CDC Preparedness grants but this grant does not have the scope to fund implementation. Leveraging those plans and funding streams with HSGP for implementation would enhance the capability of the DOH to complete their mission.

Resources, Processes and Tools that need to be leveraged, created, or acquired:

- o Develop and implement a volunteer system that can recruit, train, register, provide ID, track, notify, deploy and follow-on medical volunteers of multiple disciplines;
- o Implement a plan to provide the necessary information, educational resources, basic equipment and case management by Public Health for self and home care;
- o Perform gap analysis for health system facilities to comply with plan;
- o Identify and complete enhancements to mass dispensing and distribution sites regarding signage, language translation services, etc;
- o Identify those functions and staff that require uniform ID and credentials and provide through systems developed statewide for such purposes;
- o Develop and implement training program for law enforcement agencies on their role at these locations. Provide necessary supplies to complete their mission;
- o Identify roles for nurse and physician extenders during POD operations.
- o Develop and implement training program for these para-professionals;
- o Develop just-in-time training modules for all roles in POD operations across the state; and
- o Develop and implement full-scale state-wide exercise to test SNS operations.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The Mayor's Bioterrorism Taskforce in conjunction with DOH has oversight of this initiative. These initiatives will also involve the Emergency Health and Medical Services Administration (EHMSA) under the DC Department of Health (DOH) who has the responsibility for developing prevention and control of biological threats to the residents of the District of Columbia. The DOH is the state agency with primary responsibility for the state's SNS plan. Law enforcement and other response partners have been variably brought into the planning processes, largely inhibited by competing demands and priorities. Providing funding would enable those entities to have a more active role and respond in the manner which they desire.

5. Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

Protecting the public health is paramount and the first priority in any situation. If an epidemiologic investigation reveals an exposure has occurred that may threaten public health, mass prophylaxis may be an effective disease control measure.

This initiative addresses the state goals of preventing, eliminate and/or reduce risks, protecting the citizens of District, coordinating Public Health, EMS and Hospitals in preparation for chemical, biological, radiological, nuclear and explosive threats, and enhance the capabilities of District response teams.

The District is a city that is under the constant threat of a chemical or biological terrorist attack. With the District being a metropolitan urban hub, there is a major interstate and other transportations lines that run in close proximity to the District and the surrounding states that could lead to hazardous material accidents, thus it is imperative that the District be capable of responding to any attack of man made accident that would require that mass prophylaxis. However, the resources and coordination that may need to be expended during mass intervention are enormous in terms of monetary costs, time, supplies, and personnel. Logistical parameters and public perception are also significant challenges.

Therefore, the District must carefully balance the need to protect the public health public and resources. With this initiative, the District will work with our regional and federal partners and area healthcare providers to coordinate and plan how the District and region will collaborate in a medical surge incident or to distribute mass prophylaxis to residents, tourist and people who are in the District. More importantly, the District will meet the national priority of expanded regional collaboration and complying with the goals of the national infrastructure protection plan.

A major pandemic or event that will require medical surge capability or mass prophylaxis could possibly debilitate the critical infrastructure of the District and the region. The District in conjunction with hospital associations and other healthcare providers, have forged a strong working relationship to plan on how the District will respond to such an event.

Planning

INITIATIVE PLAN

DISTRICT PLANNING INITIATIVE

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    Address Needs and Priorities

    The Target Capability for planning includes planning, training, exercise and corrective action programs. Many Initiatives within this capability are ongoing and several are enhancements to our overall program. The District has several Planning needs to support state level operations and before during and after an emergency. The gaps in planning in the District include:

    - Coordination of plans across agencies;
    - Use of subject matter experts in the development of plans;
    - Dedicated personnel to support the planning process;
    - Plan sharing tools;
    - Resources to develop targeted checklists and pocket guides from large plans for personnel who implement different aspects of the plan;
    - The training and exercising of plans (this gap will be addressed in a separate concept paper);
    - The corrective action and improvement plan support to improve plans.

    Dedicated Planners

    The key to creating a good plan is to utilize professional planners who work in the District and partner them with subject matter expertise in the specific discipline. Although contractors have been utilized in the past to develop many plans, a small group of dedicated planners with contractor support working with "detailed" personnel from a specific discipline can assure that the plan is consistent across the District and has the subject matter expertise needed. Personnel hires will include one person with focus on state and local operational plan development and coordination to be located within the Emergency Management Agency (EMA). This person would act as the planning exert, plan writer, project manager for contractors, corrective action manager and plan reviewer for plans supporting emergencies in the District. This cost would be continued each year for the next five years). This person will work with the current EMA staff and EPC to prioritize planning efforts and review and ensure compliance with models such as the Emergency Management Assessment Program (EMAP) and the DRP. The short term plan for this person will focus on improving:

    - Mass care planning;
    - Pandemic flu planning;
    - Planning for persons with special needs;
    - Development of decision-making planning tools;

- Donations and volunteer management plans;
- Bioterrorism and strategic national stockpile plans;
- Hazardous material response plans;
- IED response SOPs.

All plans will also be supported by SOPs and checklists to improve implementation.

Contractor support for the Dedicated Planners will be utilized as the primary writers and researchers for plans where the above mentioned writer and "detailed subject matter experts" can not develop the plan in a timely manner. Contractors will also be used to supplement the dedicated personnel when necessary. Contractors working with the dedicated planners and detailed subject matter experts will also develop planning checklists and pocket-guides for plans targeted for persons required to implement aspects of that plan. The contractor working with the dedicated planners and DCEMA will be responsible for corrective action to ensure the plans are implemented.

The proposal requests funding to backfill subject matter experts for a length of time, similar to the way in which first responders are backfilled from their positions when they attend training. The result would allow persons to support planning without the program losing personnel for the months required to develop plans.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative addresses regional planning efforts by bolstering a critical node in the regional planning efforts. The funding will focus on the District but will benefit the region by ensuring that the District's planning is robust.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

This plan will complement the resources and processes found in the region. Since DCEMA is a lead participant in the regional planning efforts, DCEMA will ensure that this Initiative complements the regional efforts.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The District of Columbia has engaged the Mayor's Emergency Preparedness Council in the governance structure which guides the executive homeland security decisions. This governance structure involves all of the agency executives for each ESF and the Deputy Mayor for Public Safety and Justice. This council is responsible for monitoring the homeland security efforts. The implementation of the plan will rely on sound project management implemented by DCEMA and monitored by the SAA.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

The Initiative supports this national priority by ensuring that the DCEMA is technically capable to collaborate during exercise and emergency scenarios through more robust plans. The state homeland security program focuses on the planning needs within the District and between the District and the region. In order to maintain these planning efforts, the District must augment the coordinated, regional planning efforts with efforts that are targeted to the District's unique planning assumptions and scenarios.

INITIATIVE PLAN

DISTRICT EXERCISE INITIATIVE

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The target capability for planning includes planning, training, exercise and corrective action programs. Many Initiatives within this capability are ongoing and several are enhancements to the overall program. The District has several planning needs to support state level operations and before during and after an emergency. The gaps in planning in the District include:

1. The exercising of plans and
2. The corrective action and improvement plan support to improve plans.

Utilizing 2005 State Homeland Security Funds, the District has begun a comprehensive exercise and evaluation program. The program includes several exercise events, including tabletop, functional and full field. The program also allows funding to be utilized for after action report development after many of the typical events and protests occurring in the District that draw hundred of thousands of visitors and/or protesters and the activation of thousands of responders. This concept paper ensures this effort is continued with several key exercises focused on testing the DRP at all levels of government and across all response agencies. The funding is for primarily contractor support and will be managed by DCEMA. All personnel support will be provided by the agency through UASI or other program support vehicles.

The purpose of these exercises is to establish a clear mutual understanding of the expectations for future District operations in order to promote a cohesive and well-coordinated response to disastrous events. During these exercises, participants should build essential skills and a mutual understanding of respective roles, responsibilities and interests. The desired outcome of these exercises is to reinforce the District's strategy for responding to an emergency event. Key objectives for the exercise include:

- Review command and operating processes and procedures;
- Understand District roles and responsibilities under the DRP;
- Evaluate coordination and communications processes;

- Build partnerships with regional and federal agencies;
- Understand the laws and authorities guiding the District's response.

These exercises shall include one senior leaders seminar/tabletop, two field exercise, two command center functional exercises using the no notice approach, and three large workshop/tabletop exercises. In support of the corrective action and Improvement Plans program, DCEMA is requesting support to develop after action reports for four events during the period of performance which can include a mix of both special events and local responses. These after action reports are in addition to the exercise after action reports, which must be completed for each of the above-mentioned exercises.

2. Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative addresses regional planning efforts by bolstering a critical node in the regional planning efforts. The funding will focus on the District but will benefit the region by ensuring that the District's planning is robust.

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

This plan will complement the exercise Initiatives found in the region but will focus on exercising the plans targeted at the District. Since DCEMA is a lead participant in the regional planning and exercise efforts, DCEMA will ensure that this Initiative complements the regional efforts.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The District of Columbia has engaged the Mayor's Emergency Preparedness Council is the governance structure which guides the executive homeland security decisions. This governance structure involves all of the agency executives for each ESF and the Deputy Mayor for Public Safety and Justice. This council is responsible for monitoring the homeland security efforts. The implementation of the plan will rely on sound project management capabilities that are implemented by DCEMA and monitored by the SAA.

5. Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The Initiative supports this national priority by ensuring that the DCEMA addresses any shortfalls in District planning so that it can concentrate its regional efforts on regional corrective actions. The state homeland security program focuses on the planning needs within the District and between the District and the region. In order to maintain these planning efforts, the District must augment the coordinated, regional planning efforts with efforts that are targeted to the District's unique planning assumptions and scenarios. Therefore, the District will use its role in the regional exercise and training panel to leverage the regional resources while focusing the District resources on exercises that address District needs.

INITIATIVE PLAN

DISTRICT TRAINING INITIATIVE

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    The concept follows the 2005 Training dollar submission, which identifies a pool of funding for all training. This pool would be controlled by the SAA and supported by training representatives from key response agencies. The funding will be coordinated with regional training dollars and will support training needs that are not regional in scope. Some of these training needs include Emergency Liaison Officer (ELO) and Consequence Management Team (CMT) training.

    The DCEMA is responsible for ensuring that adequate training is provided for all government agencies with in the District of Columbia. To coordinate the planning, emergency preparedness, response, recovery and mitigation for public emergency incidents that may occur in the District. The District believes formulating a DC training panel would assist in achieving attainable goals and objectives that better equip agency staff members with meeting the NIMS compliance measures in conjunction with formulating a common boundary between the DRP and NRP.

    The DC Training Panel would serve as a core group made up of District Government agency representatives that would provide input in developing an emergency preparedness-training curriculum with the various training levels: Awareness Level, Performance Level, and Planning and Management Level. Contractor support for the Dedicated Planners would assist with the training of District employees in order to enhance the preparedness level of readiness by providing the following: Facilitate training courses, provide training manuals for courses, deliver, evaluate and discuss course development, and produce and maintain class rosters and evaluations of the course.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    This Initiative identifies regional training courses required for local, state, and federal government agencies, as well as other stakeholder employees in order to meet the NIMS compliance measures. Training will be implemented from the Office of Domestic Preparedness (ODP) Weapons of Mass Destruction (WMD) Training Program.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    This Initiative relies on documented guidelines to assist District agencies on how to revise plans and protocols to integrate NIMS, NRP and DRP.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

On September 19, 2001, Mayor's Order 2001-142, Mayor Anthony Williams established the "Mayor's Domestic Preparedness Task Force to examine the response to the September 11th attacks.   The task and structure of this tasks force evolved into the Mayor's Emergency Preparedness Council (EPC) to establish the following goals: to continually re-examine the overall state of emergency and disaster readiness of the District of Columbia, to provide a consistent network of District agency expertise to make the District of Columbia Government a national leader in comprehensive emergency management and to make recommendations on improving District planning for mitigation against, response to, and recovery from terrorist incidents and threats.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

Assessment information will be used to develop training and outreach strategies in conjunction with other NIMS, NRP, DRP, and ICS guidance plans.   This training will be patterned after the nationwide standards for the federal, state, and local governments that are based on the DHS concepts, processes, and protocols.

WMD/Hazardous Materials Response and Decontamination

INITIATIVE PLAN

CBRNE DETECTION/WMD HAZMAT RESPONSE AND DECON

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

FEMS CBRNE Detection and Response and Improvement Initiative.

This Initiative will address the areas of weakness/need identified in the TCL program analysis. The improvements to this capability will come through the purchase of equipment, exercises and evaluation and the formation of policies.

In the **CBRNE Detection** target capability the specific weaknesses addressed are:

*   Detection capability and technology is constantly evolving, as a result there is a constant unfunded need for new equipment, training and policies;
*   Existing technologies cannot accurately detect biological agents in a timely manner;
*   The capability to accurately assess alpha and beta radiation contamination.

In the **WMD/HAZMAT Response and Decontamination** target capability the weaknesses addressed are:

*   Training and exercising WMD/HAZMAT response personnel.
*   Decontamination (all types), site selection and management, field decontamination procedures, decontamination and infection control. Specifically, the technology and procedures do not exist to provide gross cold weather decontamination to the large population groups typically found in the city;
*   The capability to accurately access post incident alpha and beta radiation contamination;
*   The capability to accurately detect the presence of biological agents.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative will benefit the District of Columbia directly and the NCR indirectly.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The primary resources involved in this Initiative are the employees of the FEMS. The processes and tools requested are either replacement of failing equipment or upgrades due to technological improvements and changes.   Ultimately, each of the programs in the Initiative seek to improve,

practice, or enhance the safety of our existing resources. These programs will allow the agency to work better and more efficiently through the use of new technology, (foam units, detection equipment) the improvement and exercising of policies (USAR, Mass Casualty and Mass Decontamination Exercises) or the capitalization of existing technology (Recall/COOP Program). Physical items will be obtained through the procurement process. The exercises and drills will be conducted, coordinated, and evaluated by the agency SME with assistance of our regional partners.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

These programs have the commitment of the agency head, and are substantially in place. The requested items are results of the commitment of the leadership of the agency to improve the existing capabilities and close identified gaps. Each program within the Initiative has assigned and accountable stakeholders within the agency to assure the successful implementation of the Initiative.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative will assist FEMS in completing the mission of the state homeland security program. Specifically, it will address through practices and exercises the strengthening of regional coordination among our partners to gain synergy while sustaining jurisdictional authority and enhancing capabilities; preparation for "all-hazards", including man-made and naturally occurring emergencies and disasters; foster a culture of collaboration, respect, communication innovation, and mutual aid among our homeland security partners across the NCR, and the adoption of best-practice, performance-based approaches to planning, equipping, training, and exercising for all homeland security partners.

In relation to the three Overarching National Priorities this program specifically seeks to improve the agency capability to implement the NIMS and NPR through the NIMS Training and the Recall/COOP Planning. The exercises and drills of the agency will increase and reinforce regional collaboration.

PART II: NATIONAL CAPITAL REGION INITIATVES

CBRNE Detection

INITIATIVE PLAN

CRITICAL TRANSPORTATION INFRASTRUCTURE PROTECTION

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Establishment of a Fully Functional Regional Emergency Mobile Laboratory Program:

Through the establishment of three regional emergency mobile laboratories to rapidly respond to contamination events in the National Capital Region this Initiative directly meets the national priority to strengthen Chemical, Biological, Radiological/Nuclear, and Explosive (CBRNE) detection, response, and decontamination, address identified weaknesses in CBRNE, Weapons of Mass Destruction (WMD)/Hazardous Materials Response, and Critical Infrastucture Priority Capabilities, and meets the needs of NCR Goal 3: Prevention and Mitigation and Goal 4: Response and Recovery. The mobile lab capability provides the NCR with a tool to rapidly respond and identify contaminants in water, lessening the time to mitigate an incident and provide more protection to the citizens of the NCR.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative will build upon efforts by the Regional Water Security Work Group to develop comprehensive responses to the highest regional water security needs identified through regional strategic planning sessions and individual water utility vulnerability assessments. The Water Security Work Group consists of water utilities, NCR local governments, as well as state, federal, and regional public agencies covering the entire NCR.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes, and tools may be attained.**

Under Title IV of the Public Health Security and Bioterrorism Response Act of 2002 (PL 107-188) the Environmental Protection Agency (EPA) is authorized to take steps to prevent, detect, and respond to the intentional introduction of chemical, biological, or radiological contaminants into community water systems and source water for these systems. The Water Security Work Group was established to guide and coordinate response capabilities resulting from intentional contamination events in public water supply systems. The mobile lab capability will continue to be coordinated through RESF 3's Mobile Lab Project Team which would be composed of participating water utilities, laboratory personnel, local government and state emergency managers, and health officers within the NCR, as well as state, federal, and regional agencies (i.e., FEMA, USACOE, EPA) who have vested interest in the security of drinking water in the NCR.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    This Initiative will be governed by the Regional Water Security Work Group, RESF 3 (WATER), which consists of water utilities, local governments, and state, federal, and regional public agencies covering the entire NCR.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

    The mobile lab capability will be fully integrated with the Water Supply Emergency Plan for the NCR. This plan has been formally incorporated as an annex to the Regional Emergency Coordination Planunder RESF 3, Public Works and Engineering, and helps facilitate a coordinated response to events that affect the quality or quantity of water in the NCR. In the event of a contamination incident or event detected, response protocols would initiate the implementation and use of the regional emergency response mobile labs. This action would be a part of the Water Supply Emergency Plan. Consequently, it would also help ensure implementation of the National Incident Management System, coordination with the Federal Response Plan, and enhance development of regional response capabilities.

INITIATIVE PLAN

RADIATION DETECTION EQUIPMENT FOR SOLID WASTE DISPOSAL FACILITIES

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    Critical Transportation Infrastructure Protection
    This Initiative responds to the national capability priority "CBRNE Detection." It addresses weakness identified in the NCR January analysis session where it was identified that the NRC "Needs specific CBRNE testing equipment." This Initiative builds on strengths identified in the analysis session, such as, "We have people who monitor and screen waste material collection and disposal sites."

    Also, this Initiative responds to the regional capability priority of "Critical Infrastructure Protection." It addresses weakness identified in the January analysis session, "Lack of CBRNE detection equipment."

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    This Initiative will apply to local, state, and federal partners in the NCR. Equipment to support the Initiative would be located in six local governments in the NCR.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes, and tools may be attained.**

Local governments have radiation detection equipment permanently installed in three locations. Two of these units were obtained under the State Homeland Security Grant Program FY 2003. At least one local government has already written a procedure manual on the permanent equipment. Several governments have hand-held devices and are trained to use this equipment. Additional training and procedures will be required for the new equipment.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative will be governed by the R-ESF 3 Debris, represented by the COG Solid Waste Managers Group, in the NCR structure.

5.   **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

The Initiative relates to the Recovery and Response goal in the NCR Strategic Plan by allowing area waste facilities to detect radiological materials in the waste stream with equipment as an early warning sign of misuse of these materials.

It also responds to the NCR Strategic plan priority Initiative to "enhance and integrate risk assessments of critical infrastructure and high risk targets within the NCR and take protective actions." Specifically, it addresses the desired outcome of reducing "the probability and impact of an incident to critical infrastructure within the NCR."

INITIATIVE PLAN

RADIOLOGICAL TRUCK CARGO SCREENING FEASIBILITY STUDY

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The name of this Initiative is "Radiological Truck Cargo Screening Feasibility Study." The Department of Homeland Security (DHS) has identified the ability to develop robust capabilities to detect, neutralize, contain, dismantle, and dispose of CBRNE as one of the primary national priorities in the National Preparedness Goal. In the NCR, the Metropolitan Washington Council of Governments (MWCOG) has further identified CBRNE detection as one of the regions' 14 priority capabilities. This includes acquiring the capability to rapidly detect and safely manage CBRNE materials at key interdiction points before they enter populated areas.

The proposal provides for conducting radiological truck cargo screening at established Truck Weight & Inspection Stations (TWIS) during routine vehicle inspections. This process would enhance the regions efforts to detect radiological cargo or devices prior to entering the District of

Columbia. The early detection and management of these devices will prevent or deter terrorist attack and enhance public safety throughout the NCR. A prototype system would be selected and installed at State Highway Administration's (SHA) existing TWIS facility at the interchange of the Capital Beltway (I-495) and Interstate 95. This project is a joint effort by the District of Columbia Department of Transportation (DDOT), the Maryland Department of Transportation (MDOT), SHA, and the Virginia Department of Transportation (VDOT).

2. Regional Construct: Briefly describe the geographical context of this Initiative.

The project entails developing cost effective state-of-the-art methods to detect radiological cargo during routine truck weight and vehicle inspections. The project is a cooperative effort of the DDOT, MDOT, SHA, and VDOT. The project will develop a multi-jurisdictional uniform regional approach to ensure the early detection of radiological cargoes or devices. It will also allow for the standardization of protocols and procedures regionally for the containment and management of these devices in the event they are discovered. By coordinating efforts regionally, these transportation departments can prevent duplication of effort and enhance the regions ability to detect radiological devices or cargo prior to entering populated portions of the District of Columbia.

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Radiological cargo screening is not currently conducted by the District of Columbia Department of Transportation (DDOT), the Maryland Department of Transportation (MDOT) State Highway Administration (SHA), or the Virginia Department of Transportation (VDOT). The project will evaluate, study, and identify the most effective method for economically and effectively detecting radiological cargo during routine truck weight inspections performed by DDOT, SHA, and VDOT at existing TWIS facilities. The departments will review the study recommendations cooperatively and select a prototype system for testing and to ensure the development of a uniform method of regional detection. This joint effort will allow agencies to share costs, leverage existing technologies, and develop consistent, unified operating protocols and procedures. The project will also encourage the sharing and dissemination of lessons learned and best practices between agencies.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Management and oversight of the project will be the responsibility of the MDOT and SHA. SHA will be responsible for reporting the status and final recommendations of the project final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee. SHA will assemble a team of supporting management representatives, highway engineers, and information technology specialists from DDOT, SHA, and VDOT, to support, oversee, and evaluate recommendations received from the selected consulting contracting firm. Project meetings will be conducted to keep stakeholders informed of the progress of the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

5.   **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

The Initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to reduce vulnerability and enhance the security by deterring or preventing a CBRNE terrorist attack utilizing radiological material. The project will reduce the likelihood that a truck borne radiological device is transported across jurisdictional boundaries. By supporting these efforts, the Initiative serves to improve public safety and the ability of local jurisdictions to cooperatively respond to terrorist attacks. This Initiative directly supports the National Preparedness and NCR goals of acquiring capabilities to ensure the early detection and management of CBRNE devices to deter or prevent terrorist attacks.

Citizen Preparedness and Participation

INTIATIVE PLAN

IDENTIFY AND COORDINATE TRANSPORTATION REQUIREMENTS FOR THE SPECIAL NEEDS POPULATION

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   Identify and coordinate transportation requirements for the special needs population. Within the National Capital Region (NCR) there is a need to identify the resources to be utilized by the special populations during a real-time emergency. These special populations include, but are not limited to the disabled community, tourists, the elderly, and school children. This effort focuses on the transportation requirements and information needs for "non-traditional" populations to ensure the protective measure evacuation is adequate to meet their needs. This Initiative supports the District's Emergency Transportation Annex (ETA), a plan developed in coordination with regional stakeholders to address transportation management and evacuation processes from an operational perspective.

   This Initiative cuts across many of the capability boundaries, in particular Citizen Preparedness and Participation and Citizen Protection: Evacuation and/or In-Place Protection and supports the need for better integrated planning efforts between the various ESFs. Furthermore, this Initiative will begin to address the issue of developing a viable operational evacuation plan for regional evacuation that includes special population provisions. One weakness identified by the NCR is lack of sufficiently strong outreach to individuals with disabilities and provider agencies that can train disabled individuals to appropriately to handle emergencies. This Initiative attempts to initiate that process by identifying and assessing the needs of these groups and rolling up those assessments into the on-going regional awareness campaign for information dissemination to the public.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This Initiative is being submitted by the District Department of Transportation, but will be supported, developed, and implemented by a consortium of stakeholders including the National Organization on Disability (NOD), VDOT, and MDOT. This Initiative, while focusing on the uniqueness of the District as a tourist center and a federal presence, will serve as a template for outlining jurisdictions in the NCR to identify and assess special needs populations. Information from this Initiative will help support the region in identifying and establishing a regional base capacity for transportation resources (vehicles, buses, rail, drives, etc.) and needs. Lastly, with the recent issuance of Bulletin 197 by DHS and ODP, this effort will assist in addressing the transportation needs and accessibility to transportation during an emergency incident.

3.   Resources, Processes and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes, and tools may be attained.

Many of the resources needed to support this Initiative currently exist within the NCR. The region is fortunate to have a robust and vast Metro Rail and Bus System that interconnects with smaller jurisdiction transit providers within its boundaries. Furthermore, there are a number of commuter rail systems operating within the NCR boundaries, thus providing another layer of transportation infrastructure for daily and during emergency incidents. Other resources include Law Enforcement and Fire/EMS, all of which would support this Initiative via vehicle support for non-ambulatory patrons and safety and traffic management. Where the region falls short is with coordination and integration of these resources, and identifying where there are transportation resource gaps, particularly vehicle provisioning. This Initiative will address that issue. Additionally, this Initiative will require vehicle support from the private sector in order to ensure that transportation resources meet capacity to move thousands of people who otherwise may not have transportation access. To ensure full buy-in from stakeholder supporting this effort, a series of MOUs/Regional Agreements and vehicle contracts will need to be established.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be spearheaded by the DDOT with the support of the Regional Emergency Support Function (RESF 1) Transportation Committee, the Management, Operations, Intelligent Transportation Systems (MOITS) Committee and other relevant working groups that support the Regional Emergency Preparedness Committee (REPC) through the MWCOG. This Initiative will also adhere to the grant administration and management set forth by DHS and ODP as administered through the region's SAA.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative addresses the need for regional collaboration in order to reduce cross-geographic consequences and impacts. Furthermore it will provide an opportunity for cross-ESF interaction in order to capitalize on resources thus leveraging capabilities across our region. This Initiative supports the on-going efforts made by the NCR in adhering and implementing the NIMS Plan. As further plans and polices are developed regarding Initiative, it will be done so in compliance with the NIMS provisions.

INITIATIVE PLAN

CONTINUITY OF EFFORTS REGARDING VOLUNTEER MANAGEMENT ACROSS THE
NCR AND CONTINUITY AND ENHANCEMENT OF CITIZEN CORPS COUNCIL
MEMBERSHIP AND CITIZEN CORPS CORE PROGRAMS AND AFFILIATED
PROGRAMS AND ACTIVITIES IN THE NCR, INCLUDING ALIGNMENT OF PLANS
WITH THE EMERGENCY OPERATIONS PLANS

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

This program supports continuity of efforts regarding volunteer management across the NCR, Citizen Corps Council membership and Citizen Corps Core programs and affiliated programs and activities in the NCR. The program will e aligned with emergency operations plans.

- The need to continue and improve volunteer management including enhanced recruitment, training, outreach and alignment of plans came up time after time throughout the NCR Capability Review Session for Citizen Preparedness and Participation. This need was the key theme of that session, clearly indicating the importance of this effort to the NCR's ability to implement this critical task, designated a regional priority for the NCR
- While this effort primarily supports the Citizen Preparedness critical task, it is also essential to the NCR priority critical tasks for Mass Care, Evacuation & Mass Prophylaxis, Emergency Management
- This also supports three key Initiatives in the NCR Homeland Security Strategic Plan under Goal 2 – Community Engagement and Goal 4- Response & Recovery
  - o   2.4.1 Increase Civic Involvement in all phases of preparedness
  - o   2.4.2 Operationalize and leverage volunteer resources to meet preparedness needs
  - o   4.4.2 Align public, private and NGO resources with identified needs for response and recovery

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This planning will be conducted across the National Capital Region.

The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince George's Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes, and tools may be attained.**

The Volunteer and Donations Management Committee previously know as the RESF 15 Committee has gone through restructuring this year. For the purposes of this work, this group will

henceforth be referred to as the committee. This committee has received support from ESF 6 & 8, ESF 14, and ESF15/16 for the continuation of the work started in UASI 05.   The partner organizations of this committee represent at least four individual constituencies that have already established a collaborative process through a UASI FY05 Grant. They have been able to work together within their jurisdictions and across the regions. Some of the partners are more advanced in their regional coordination and proven infrastructure than others. Through the work of this Initiative, the partners will solidify their coordination and infrastructure so that they are acknowledged in the emergency management system.

These four constituencies include:

- The Citizen Corps Councils which bring together both public and private organizations in order to harness the power of every individual through education, training, and volunteer service.
- The Citizen Corps Council Core Programs who organize government sponsored corps of trained volunteers in specific areas, including Community Emergency Response Teams (CERT), Medical Reserve Corps (MRC), Volunteers in Police Service (VIPS), Fire Corps, Neighborhood Watch, among others.
- Voluntary Organizations Active in Disaster (VOAD) – Coordinating Consortia of independent organizations that provide disaster assistance to individuals and government.
- Volunteer Centers who recruit and manage volunteers for other organizations, including Citizen Corps, VOAD Members, spontaneous volunteers in an emergency, and those who collaborate in the NCR region through the work of the Metro-Coalition of Volunteer Centers.

The committee partners have made significant strides in the past year to operationalize coordination plans within each organization. Developing MOUs, convening all partners both public and private to establish some baseline communication and operational guidelines, begin the process of sharing both human and monetary resources and emerging practices. They will need to continue this development so that information sharing exists between all partners and jurisdictions.

- Citizen Corps Councils and the Core Programs have begun to establish regional partnerships. Continued planning to assist in coordination and standardization among Initiatives and programs needs to continue.
- The groups must continue a regional campaign for the purposes of recruiting and training affiliated volunteers to advance the regions preparedness and utilizing the vast market and outreach available in the NCR.
- The Metro-Coalition of Volunteer Centers has a five-year plan for the regionalization of spontaneous volunteer management. Coordination to continue efforts funded by past UASI and National VOAD for advanced spontaneous volunteer management and the establishment of Volunteer Reception Centers needs to continue. The Nonprofit Roundtable of Greater Washington will work with these parties, emergency managers and others to align plans within and amongst these communities with those of emergency managers. This will include attempting alignment of disparate systems to track resources under development by MD, DC, and VA.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The Council of Governments' Volunteer and Donations Management Committee (Currently designated the RESF 15 Committee, soon to be re-designated RESF 16) would provide regional coordination while each jurisdiction would coordinate through their Office of Emergency management or Emergency Management Agency, as appropriate. The partner organizations (listed above) would continue to convene program specific working groups.

Key stakeholders already identified include:

- NCR Citizen Corps Councils
- Metro Coalition of Volunteer Centers
- MD, DC & Northern VA VOADS
- NCR Emergency Managers
- NCR Case Mgmt Cooperative
- NCR Nonprofit Emergency Preparedness Task Force

5. **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

The partner organizations work with the respective local and state organizations to align Homeland Security Program goals to local jurisdictions needs and priorities. This Initiative is a local reflection of the states priorities and Initiatives to build up Citizen Corps Councils and Core Programs as well as to have citizens educated and prepared to act in times of an emergency. This also fits with National Priorities to increase the ability of the average citizen to respond as volunteers in an emergency.

This Initiative is integral to the overarching priority to implement the National Incident Management System (NIMS) and National Response Plan (NRP) as Volunteer and Donations Management is a key appendix to the NRP. In order to fulfill this overarching priority, the NCR needs to conduct the specific projects defined by this Initiative.

This Initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and coordination of numerous partners through the region and it comprising jurisdictions.

Additionally, this supports three key Initiatives in the NCR Homeland Security Strategic Plan under Goal 2 – Community Engagement and Goal four – Response and Recovery.

- 2.4.1 Increase Civic Involvement in all phases of preparedness
- 2.4.2 Operationalize and leverage volunteer resources to meet preparedness needs
- 4.4.2 Align public, private, and non-governmental organizations (NGOs) resources with identified needs for response and recovery

INITIATIVE PLAN

PERSONAL PREPAREDNESS KITS FOR NCR′S IMPOVERISHED POPULATION

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Initiative name: *Personal Preparedness Kits for NCR's Impoverished Population*

- The need to provide personal preparedness kits for those who cannot afford it was raised in the capability reviews for Citizen Preparedness and Participation & Citizen Protection: Evacuation and/or In-Place Protection.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

- This planning will be conducted across the National Capital Region, where Title 10, United States Code, Section 2674 (f)(2) provides the following definition:

   o   The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince George's Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

- The Prince George's County Office of Emergency Management in conjunction with the RESF 6 Committee, the NCR Emergency Managers, the American Red Cross Washington Metropolitan Area Consortium (WMAC), and other key partners will complete the following objectives against the project goal to address this Initiative:
- Finalize the personal preparedness kit requirements:
   o   Most of the preliminary requirements are already addressed in the local emergency preparedness documents. However, further discussion will be required across the key stakeholders to identify whether there are any additions, deletions, or alternate solutions required to finalize the list.
   o   Once the list is final, the distribution requirements will need to be finalized.
- Prepare and distribute Requests for Proposals/Requests for Quotations (RFP/RFQ) for the items to be purchased
   o   Almost all of the items to be purchased are clearly defined and the RFPs and initial vendor lists should either already exist in some basic format.
   o   The project partners will leverage their vast networks to identify vendors and RFP/RFQ proposal requirements not initially identified.
- Contract for kits, supplies, and related services

       o   In this step the project partners will leverage any vendor relationships and procurement vehicles to ensure the most efficient and effective delivery of these equipments and supplies.

- Ensure the proper distribution is provided for these kits
  - o   The project partners have significant expertise and experience in distributing items such as these kits to their impoverished populations such as proposed for this project. This expertise will be utilized extensively for this project.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

- The Prince George's County Office of Emergency Management is slated to be the project manager for this project and will manage the project to the expected timeframes and deliverables stated in the attached concept paper.
- The RESF 6 Committee, in conjunction with the RESF 5 Committee and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan.
- Key stakeholders already identified include:
  - o   NCR Emergency Managers
  - o   NCR Human Services Offices
  - o   NCR VOAD member agencies
  - o   American Red Cross Washington Metropolitan Area Consortium (WMAC)

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

- This Initiative is integral to the overarching priority to implement NIMS and NRP as Individual Citizen Preparedness is a key component of the NRP. A key component of NIMS is to ensure that proper resources are available to implement the NRP.

- In order to fulfill this overarching priority, the NCR needs to acquire the specific resources defined by this Initiative.

- This Initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and collaboration of partners through the region and it comprising jurisdictions.

- Providing for "Increased civic involvement in all phases of disaster preparedness" was Goal 1, Object 3, Initiative 2 – "Conduct gap analysis, develop recommendations and take appropriate actions" – in the NCR Strategic Plan, updated November 18, 2005. During the strategic planning process, it was determined that ensuring adequate provisions are made for those with special needs, including the poor, was a gap in the NCR overall preparedness and needed to be addressed.

INITIATIVE PLAN

SPECIAL NEEDS POPULATIONS—COMMUNITY ENGAGEMENT

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

- Initiative Name: Special Needs Populations (SNP) — Community Engagement
- National Priority: Strengthen Information Sharing and Collaboration Capabilities
- Capability: Information Sharing and Dissemination
- National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
- Capability: Mass Prophylaxis
- Capability: Medical Surge

Who are the Special Needs Population? They include but are not limited to the mobility impaired, chronically diseased, technology dependent (dialysis, etc..) mentally challenged, medically managed, pregnant women and newborns, low-income individuals, blind and/or deaf individuals, seniors, nursing home patients, the homeless, and non-English speaking individuals.

SNP consideration in emergency planning has been minimal. This means that a major segment of the population in this region has **NOT** been included in the response efforts. Aside from minimal American Drug Administration (ADA) compliance measures within facilities and the use of translators and information sheets in several languages, little has been done regionally to embrace and include the SNP in the **all hazards response** plans.

There was a SNP assessment conducted here in the NCR which had a dismal response. This area is modestly estimated at having 19.3% of the population in the category of SNP. At the assessment conducted in 2005, there were 60 participants. Much of the information that came from that assessment indicated that there was a need to share planning information; provide and conduct relevant training to responders; conduct emergency preparedness sessions with SNP and to include the SNP in all planning processes.

This Initiative attempts to rectify this exclusion by assessing all plans, training, exercises, educational curriculums, and communication mediums as they relate to the SNP. It also attempts to forever incorporate this population in to the NCR preparedness efforts by establishing multiple liaisons on all ESF teams. Adopting this Initiative will greatly improve the prevention, preparedness, response, and recovery efforts of populations that did not become apparent in the U.S. until Hurricane Katrina. Inclusion of the SNP in planning will strengthen the medical surge and mass prophylaxis within the region.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative would be region-wide: Maryland, Virginia and the District of Columbia— approximately 33 jurisdictions would benefit. There are SNPs in every jurisdiction within the NCR. A moderate estimate of the number of SNP in the NCR is 19.3% of the total population.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Existing resources for the SNP relative to emergency preparedness is minimal. Our primary efforts have been aimed at non English speaking citizens and our attempts at complying with ADA requirements. From a human resource standpoint there are advocacy groups and servicing managers who typically speak for a variety of SNP. Staff and funding is needed to assess the SNPs needs across the region. Once the assessment has been conducted, identified gaps should result in an implementation plan to address all areas of emergency planning—preparedness, prevention, response and recovery. Staff and funding will be needed to implement all recommendations. Funding will be required to procure various equipment and devices which will be needed by each jurisdiction within the region. Funds will also be needed for the creation of training materials and public information documents.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative will serve the NCR. There should be the development of an SNP task force which would consist of the concept paper author(s), representatives from the SNP advocacy groups, SNP and the servicing organizations. Prince George's County should be the lead county.
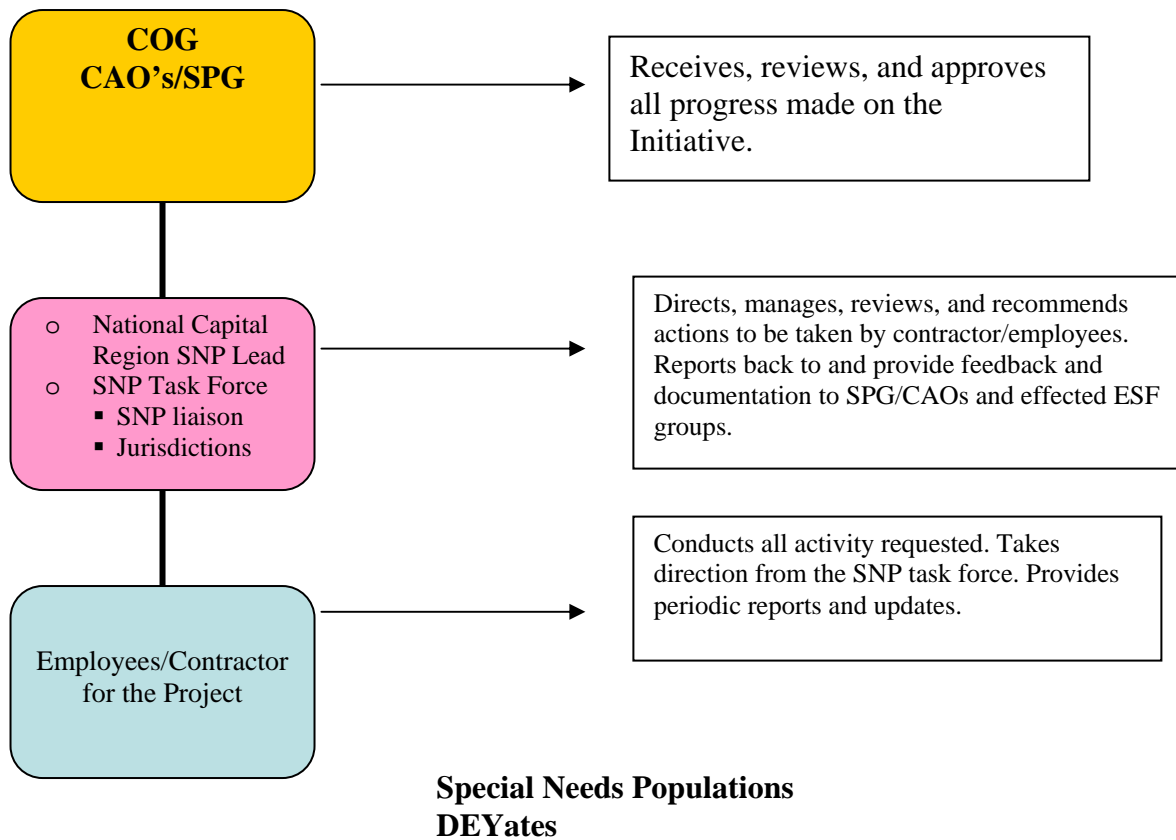
COG CAO's/SPG	→	Receives, reviews, and approves all progress made on the Initiative.

o National Capital Region SNP Lead
o SNP Task Force
  ▪ SNP liaison
  ▪ Jurisdictions
	→	Directs, manages, reviews, and recommends actions to be taken by contractor/employees. Reports back to and provide feedback and documentation to SPG/CAOs and effected ESF groups.

Employees/Contractor for the Project	→	Conducts all activity requested. Takes direction from the SNP task force. Provides periodic reports and updates.

Special Needs Populations
DEYates

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative serves to satisfy the overarching national priority which **expands regional collaboration**. It embraces partnerships across multiple jurisdictions, regions, and states. It also allows for multiple disciplines including private and non-profit organizations an opportunity for collaboration on this issue.

This Initiative relates directly to all Homeland Security Program Initiatives. It provides for planning, equipment, training, exercise, management, and administration to enhance the emergency prevention, preparedness, response, and recovery in the Washington Metropolitan National Capital Region for the SNP. (See concept paper for details).

INITIATIVE PLAN

PUBLIC INFORMATION DISSEMINATION CAMPAIGN TO EDUCATE THE PUBLIC ON MITIGATING THE IMPACTS OF ENERGY EMERGENCIES IN THE NATIONAL CAPITAL REGION

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Name of Initiative: Public Information Dissemination Campaign to Educate the Public on Mitigating the Impacts of Energy Emergencies in the National Capital Region.

- The program and capability evaluation identified that the NCR currently does not have a Regional Energy Emergency Public Information Campaign. In an energy emergency the most effective means by which to mitigate energy shortages is to manage demand by encouraging voluntary conservation measures, and in the event of a prolonged energy shortage, to institute mandatory conservation measures. In both cases, the public needs to have adequate information before, during, and after energy emergencies.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative aims to provide an effective energy emergency public information campaign for the National Capital Region.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The MWCOG recently completed a Comprehensive Regional Energy Plan and one of the policy recommendations made in this document was the need to develop a Regional Public Information Campaign for Energy Emergencies. The following are resources, processes, and tools that need to be created and/or leveraged for this Initiative:

- A Regional Public Information Dissemination Protocol
- MOU's with various media sources to disseminate information before, during, and after energy emergencies
- Voluntary and mandatory conservation messages designed for various media outlets

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

   The DC Energy Office together with the existing Council of Governments Energy Policy Advisory Committee's ESF 12 will govern this initiate. The Committee consists of representation from the local governments, state energy and regulatory agencies, utilities, and energy distributors. A detailed work program will be prepared by the DC Energy Office in conjunction with the MWCOG and with energy officials/managers in jurisdictions within the NCR.

5. **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

   This Initiative is directly related to the priority capability "Intelligence/information sharing and dissemination." Providing a clear and coordinated regional information campaign to the public during energy emergencies will aid in responding to and recovering from the impacts of energy shortages that may result from terrorist activities, or natural calamities.

INITIATIVE PLAN

ENSURE PLANS, PROCEDURES AND IT SYSTEMS FOR COORDINATION BETWEEN EMERGENCY MANAGEMENT AND 211 FOR EMERGENCY INFO AND REFERRAL

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis. Suggest Search & Replace 211 with 2-1-1**

   Initiative name: Ensure Plans, Procedures and IT Systems for coordination between Emergency Management and 211 for Emergency Info and Referral

   - The need to ensure coordination between 211 and emergency management was specifically brought up in the Capability review for Citizen Preparedness.

   The National Response Plan (NRP) created a new Emergency Support Function, the New ESF 15 – External Affairs, which includes a requirement for "Using a broad range of resources to disseminate information," such as a hotline for people to call for information and referral for emergency support and services.   In the NCR, the 211 systems are being designed to be available for such information and referral. Accordingly, in order to be in compliance with NIMS, the NRP and the Planning Capability of the Target Capabilities List (TCL). This project must be executed so that 211 can reliably have the emergency information.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

- This planning will be conducted across the National Capital Region, where Title 10, United States Code, Section 2674 (f)(2) provides the following definition:
  o The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince George's Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The Nonprofit Roundtable of Greater Washington, in conjunction with the NCR regional 211 service providers (Northern VA Regional Commission, DC 211Answers Please! and United Way of Central MD), the NCR Emergency Managers and other key partners will complete the following objectives to address this project's goals:

- Work with local and state Emergency Management to identify how to get data from them regarding Emergency Services in the event of a catastrophic emergency in the NCR, including: locations of shelters and public emergency supply distributions points, and cautions and warnings. 211 call centers will also feed collected information on areas of need to Emergency Services.

  This project will take advantage of the resources already in place, including:

  o Identify best practices in this arena
  o Identify existing capabilities in this arena
    ▪ This would include systems already under development, including the NCR Interoperability Hub and Web EOC, if where either system might be applicable. Should these existing tools not be applicable, we will pursue other channels to utilize existing technology to simplify this effort.
  o Identify any security and/or sharing requirements around this I&R Data with Emergency Management
- Identify the systems requirement for the data transfer to facilitate getting/transmitting the information and referral information from Emergency Management.
  o Where such systems are already in place, such as the NCR Interoperability Hub and WebEOC, we will completely capitalize on such systems. Should these existing tools not be applicable, we will pursue other channels to utilize existing technologies to simplify this effort.
- Develop any system enhancements required to handle this data including the Interfaces and data segregation requirements.
  o Our goal is to almost exclusively utilize existing systems to make this occur and minimize system enhancements to the greatest extent possible.
- Identify and implement any related updates for maintenance and refinement of information and referral data and database
  o Our goal is to almost exclusively utilize existing systems to make this occur and minimize system enhancements to the greatest extent possible.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

- The Nonprofit Roundtable of Greater Washington is slated to be the manager for this project and will manage the project to the expected timeframes and deliverables stated in the attached concept paper. The Roundtable has successfully managed an FY03 UASI grant to completion and is currently successfully managing an FY05 UASI grant as well.

- The NCR 211 working group and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan. The two working groups should include representatives from most, if not all key stakeholder constituencies.

- Key stakeholders already identified include:

  o   NCR 211 service providers
  o   NCR Emergency Managers
  o   NCR RESF 14/15 Committee – Public Information/External Affairs
  o   NCR Human Services Offices
  o   NCR VOAD member agencies

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

- This Initiative is integral to the Overarching Priority to implement NIMS and NRP as the NRP created a new Emergency Support Function, the New ESF 15 – External Affairs, which includes a requirement for "Using a broad range of resources to disseminate information", such as a hotline for people to call for information and referral for emergency support and services.   In the NCR, the 211 systems are being developed to be available for such information and referral.

- Accordingly, in order to be in compliance with NIMS, the NRP and the Planning Capability of the TCL, this project must be executed so that 211 can reliably have the emergency information.

- This Initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and collaboration of partners through the region and the jurisdictions that comprise it.

- Providing for a "System of Systems for Emergency Information" was a specific Initiative - Goal 2, Objective 1, Initiative 2– "System of Systems for Emergency Information" – in the NCR Strategic Plan, updated November 18, 2005.   During the strategic planning process, it was determined that ensuring adequate avenues, such as 211, for getting messages to/from individuals and the public, in response and recovery from disasters, especially terrorist events, was an identified gap in the NCR overall preparedness and needed to be addressed ASAP.

INITIATIVE PLAN

<u>INCREASING SPECIAL NEEDS INVOLVEMENT IN NCR DISASTER PREPAREDNESS: BUILDING SUSTAINABLE CAPACITY FOR SHELTERING-IN-PLACE, EVACUATION, AND MASS CARE</u>

1.   **Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The following are priority needs, strengths, and weaknesses identified through the program and capability evaluation, and prioritization analysis that are addressed by the activities of this project.

- **Mass Care:**
  <u>Needs:</u> *(all apply to disability/special needs agencies, organizations, individuals)*
  - *People Needs:*
    - Need to integrate private sector resources
    - Need to educate people on how to access mass care services during time of emergency
    - Need better understanding of exact needs of agencies
  - *Equipment Needs:*
    - Many of special populations do not have means to shelter in place
    - Need plan for medication supply and access
    - Need family reunification system
    - Need greater capacity to transport people with special needs to shelters
  - *Training Needs:*
    - No training specifically for people with special needs
    - Information not shared with people with special needs
    - Need joint training with ESF 6 and other ESFs
    - Training for providers in NCR to understand and use FAC Plan developed for NCR with 2003 funds
    - Those responsible for organizing and providing mass care lack the training to identify needs of people with disabilities and provide for accessibility
    - Need to expand use of NGO's in preparing SNP to shelter and evacuate, and to provide planned, practiced transportation to shelters
    - Not enough focus on training business sector - it needs to be better utilized and included in planning
  - *Exercises/Evaluation Needs:*
    - Insufficient inclusion of special needs populations in planning and execution of exercises
    - Need to encourage NGO's to conduct exercises on their own
    - Involve consumers/customers in planning and execution
  - *Plans, Policies, and Procedures Needs:*
    - Need a coordinated mass care plan for a diverse population
    - Including special needs *(disabled, non-English speakers, etc)*
- Citizen Preparedness and Participation
  <u>Needs:</u>

People:
> Need to better include SNPs in preparedness planning
> Need more staff to develop and implement plans and programs for SNPs
> Need characterization of area's SNPs to plan

Equipment:
> Region needs technology to rapidly contact populace with uniform need to take into account the special needs population and include in the realm of such areas as translation services
> Need more mass care equipment including supplies for SNPs
> Need special preparedness kits
> Additional power supplies (generators, etc.) are required to ensure that shelters can provide for the needs of persons with special needs
> Accessible transportation equipment insufficient for evacuation of SNPs
> Medical equipment and medicines crucial for people with special needs to survive

Training:
- More attention must be placed on addressing the needs of people with disabilities, appropriate assistive technologies to address the needs of these communities
- Training should focus on differential training activities and should include credible sources
- Support and develop training for self-preparedness for people with special Needs
- Develop and support training for SNPs to be done by advocacy groups, service providers, and other non-emergency agencies with expertise in this area
- NCR public/non-profit agencies are severely under-funded and not

have the capacity to get or give education training. They do not have the capacity to help NCR's most vulnerable populations achieve "an appropriately higher level of preparedness."

Exercised and Evaluations:
- Exercises and evaluation lack the appropriate inclusion of people with disabilities as a part of the general population
- Lack of citizen involvement in planning and execution of exercises, Except as patients in multi-casualty drills
-

Plans, Policies, and Procedures:
- Public health entities, private sector efforts, citizen volunteers need to be Included in planning – particularly at the regional level
- Need more coordination between government and non-profits, particularly when planning involvement with and response directed toward vulnerable populations
- Need to add to the knowledge base that defines NCR's most vulnerable (who they are, agencies that serve them, where they are in neighborhoods, and what their needs are)

- Citizen Protection: Evacuation and/or In-place Protection

Needs:

People:

Need to identify SNPs. Need staff to prepare shelters; activities include training for accessibility, special needs trained staff, and special needs preparedness kits.

Equipment:

Accessible transportation for evacuation is lacking.

Need an adequate communication system that must accommodate all people, including persons with special needs.

Emergency preparedness kits should be prepared for special needs populations.

Need shelters capable of housing special needs population.

Training:

Strengths:

Katrina taught valuable lessons and provided real training.

There are many excellent, pamphlets available on family plans/personal plans. More needs to be done for special needs populations, especially those who cannot afford to stockpile food and goods.

Weaknesses:

Involvement/communication of special needs populations in the development and execution of training and evacuation.

Need to train/educate residents at large initiating organizations/gatekeepers such as home health agencies, etc.

Working with non-profits, personal care agencies, etc.

There has not been strong enough outreach to individuals with disabilities and provider agencies to train people appropriately to handle emergency situations.

Public awareness campaigns in multiple mediums: Braille, videos, etc. are needed.

Exercises/Evaluation:

Must include special needs populations in exercises and evaluations.

Need to train and prepare special needs populations to conduct and evaluate their own areas.

Need exercises and evaluations involving high use, senior, and disabled dense housing units, and NGO/nonprofits serving at-risk population.

Limited-English-proficiency and low-income populations especially need education, outreach, and training in (i.e. shelter in place).

Plans, Policies, and Procedures:

Need a viable evacuation plan for regional evacuation including visitors and special populations.

- Planning

Needs:

People:

Need to integrate non-profits and private sectors.

Training:

Develop resources and materials for implementing emergency transportation – plans/procedures.

Exercises/Evaluation:

Exercises and plans do not comprise the entire NCR and all functional disciplines.

Need to incorporate all ESFs (including 6, 14, and 15) and nonprofit and business sectors.

Plans, Policies, and Procedures:

Need more plans to communicate with special needs populations

Need cross-ESF planning.

Need to develop strategic plan for emergency preparedness training.

2. Regional Construct: Briefly describe the geographical context of this Initiative:

Our proposal will incorporate all of the jurisdictions that comprise the NCR by utilizing the resources of agencies and organizations that operate inter-jurisdictionally. By creating the consortium that we propose we will be creating an opportunity for information, expertise, and other resources to flow freely from one organization to another. Because these groups operate in many, if not all, of the NCR jurisdictions, there will an overall addictive effect on the region. The jurisdictions specifically involved are:

1.   District of Columbia
2.   Maryland Counties
    a.   Prince George
    b.   Montgomery
3.   Virginia Counties
    a.   Alexandria
    b.   Fairfax
    c.   Arlington
    d.   Prince William
    e.   Loudon

3.   Resources Processes, and Tools: Identify the resource, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes, and tools may be obtained.

Already Exist: Our proposed plan uses already existing entities as the foundation for the Consortium. More specifically, we will work closely with already existing special needs advocacy groups and special needs service providers. Our model utilizes the national and regional expertise of these groups and their access to individuals with disabilities and other special needs. The combined expertise of the advocacy groups, service provides, and individuals themselves offers a robust, yet untapped resource.

Leveraged, Created, or Acquired: Our proposal requires that new positions be created, models to be developed, and exercises to be carried out. The positions will be created for individuals to specialize in the training and exercise needs of a participating organization. The individual who fills this role will be a resource to the organization and the regional as a whole. The models that will be created will act as a template for how special needs service providers can best prepare themselves for an emergency event. The exercises and other training programs carried out by the participating organizations, with the guidance of the new personnel, will ensure that all plans have

been tested and practiced prior to an emergency. Lastly, a web site will be created to coordinate the activities of the participating agencies and organizations.

4.   Governance Structure: Describe the high-level governance structure (e.g. management plan, stakeholder involvement) required for successful implementation of this Initiative.

The Disability Preparedness Center (DPC) will act as a member of the consortium and subject matter expert for its members. The PDC has an extensive background and expertise working within the NCR and beyond on emergency preparedness issues specific to individuals with special needs. In addition, they will provide the technical expertise for inter-agency and consortium-wide communications.

Our proposed consortium requires the cooperation of national and local DSN advocacy groups and providers. Initial discussions have indicated a strong desire to partake in the program, but for ultimate success, the groups involved need to contribute time and effort to the consortium. The model we have suggested relies on the expertise of each participating organization. Initial interest and willingness to participate has been elicited from national and regional partners such as:

- American Association of People with Disabilities
- National Association of the Deaf
- National Association of the Mentally Ill
- National Capital Region Disability Preparedness Initiative
- National Centers for Independent Living
- National Council on the Aging
- National Head Injury Association
- National Spinal Cord Injury Association (NSCIA)
- State of Maryland Disability Preparedness Initiative: Department on Disabilities
- The Arc of the United States

Introducing a web site dedicated to this project and funding the creation of new positions solely to handle preparedness related matters should eliminate any obstacles that would otherwise prevent active participation.

5.   Program Management: Explain how this Initiative relates to the overall State Homeland Security Program, and/or how it helps incorporate the three Overarching National Priorities:

By creating the consortium from the entire NCR we will be successfully expanding the regional collaboration of stakeholders. Currently these entities do not interact on matters related to emergency preparedness. This prohibits any exchange of ideas and limits the scope of their work. Our Initiative will create a network dedicated to emergency preparedness among the DSN community.

By organizing the organizations and creating similar response plans providing guidance in how we can ensure usage of NIMS and the NRP. Our network support will help these agencies institute NIMS where they would otherwise lack the expertise to so.

The stated goals of the Interim National Infrastructure Protection Plan are to minimize vulnerabilities and to prevent destruction of life, property, morale, and confidence. By allocating resources to special populations we will greatly reduce the risk of loss of life or property and by extension morale and confidence. Special populations are the most vulnerable populations during an emergency response.

Citizen Protection: Evacuation and/or In-Place Protection

INITIATIVE PLAN

MULTIMODAL TRAVELER INFORMATION SYSTEM

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    The name of this Initiative is *"National Capital Region - Multimodal Traveler Information System"*. The Department of Homeland Security (DHS) has identified the expansion of regional cooperation as one of the Overarching National Priorities in the National Preparedness Goal. The expansion of regional collaboration highlights the need for embracing partnerships across multiple jurisdictions, regions, and State boundaries so that capabilities can be enhanced collectively. Successful regional collaboration allows for a multi-jurisdictional and multi-disciplinary approach to building capabilities, spreading costs, and sharing risks across geographical areas. Enhancing regional cooperation has also been identified as one of the top 14 priority capabilities in the National Capital Region (NCR) by the Metropolitan Washington Council of Governments (MWCOG). This approach will allow these agencies to increase efficiency, enhance public protection, and leverage regional capabilities.

    The objective of the proposal is to provide regional real-time traffic volume and speed data so that emergency evacuation traffic management plans developed independently can be coordinated and evaluated for feasibility utilizing accurate real-time traffic data. This effort will ensure the viability of developed evacuation plans, encourage regional cooperation, enhance public safety, and allow agencies to share lessons learned, spread costs, and apply uniform approaches for evacuation planning throughout the NCR.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    The project entails examining emergency evacuation plans throughout the entire National Capital Region (NCR), This includes the District of Columbia, and portions of Maryland and Northern Virginia. Transportation evacuation planning is the responsibility of the District of Columbia Department of Transportation (DDOT), the Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and the Virginia Department of Transportation (VDOT). These agencies work closely together to ensure the ability to support regional evacuations, maintain regional commerce, ensure public safety, provide assistance and support to first responders, and perform debris removal and transportation system recovery operations in the event of a terrorist event, regional emergency event, or natural disaster. This Initiative supports these activities by ensuring the viability of developed emergency evacuation plans and encouraging regional cooperation and support of shared resources.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

This project allows DDOT, SHA, and VDOT to share existing capabilities and resources across jurisdictional boundaries. The project will eliminate the need for costly field installed traffic monitoring devices with state-of-the-art technology that provides real-time traffic volume and speed data throughout the NCR. By effectively engaging these regional transportation departments, the project will leverage both existing technologies and resources, and project analysis recommendations to enhance evacuation planning throughout the NCR.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Management and oversight of the project will be the responsibility of the Maryland Department of Transportation (MDOT) State Highway Administration (SHA) in cooperation with the University of Maryland (UofMD). The University of Maryland, in cooperation with the Maryland State Highway Administration, will be responsible for reporting the status, final recommendations of the project and final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. UofMD will assemble a team of supporting management representatives, highway engineers, and information technology specialists from DDOT, SHA, and VDOT, to support, oversee, and evaluate recommendations received from the consulting contracting firm selected to perform the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

5.   Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.

The Initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to expand regional collaboration and information sharing to improve public safety and enhance the ability of local jurisdictions to cooperatively detect and respond to terrorist attacks, major emergency, or disasters incidents by ensuring that existing emergency evacuation plans are feasible across multi-disciplinary and multi-jurisdictional boundaries. This Initiative directly supports the National Preparedness Goals of expanding regional collaboration to embrace partnerships and information sharing across multiple jurisdictions, regions, and States to effectively build capabilities cooperatively to reduce or mitigate terrorist threats.

INITIATIVE PLAN

REGIONAL REAL TIME TRANSIT CUSTOMER INFORMATION SYSTEM

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Regional Real Time Transit Customer Information System

Even under normal circumstances traffic in the National Capital Region is at or above capacity during rush hour. Commuters and visitors are encouraged to take transit, and indeed, all of the local jurisdictions have reported tremendous growth in ridership over the last two years. However, even the transit systems can become overwhelmed as a result of a partial shutdown of one or more transit lines or a major roadway in the region. Coordination and communication is invaluable in sustaining a viable system during an emergency event.

As was seen during last summer's hurricanes (with a negative example in New Orleans and a positive one in Houston) transit can play a very valuable role in aiding the response and recovery from an emergency incident. In order to effectively utilize transit, however, accurate and timely information must be made available to the public on the street, in their homes and at their work sites.

Two weaknesses in the NCR identified during the recent capability review sessions were lack of resources to transport special needs populations and technology to rapidly contact and inform the populace with a uniform message.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

During emergencies and natural disasters reallocation of resources to support evacuation, especially of special needs populations, necessitates the radical adjustment of regular transit service. Conveying information about both the evacuations and adjusted service requires an efficient and rapid message distribution system.   A regionally coordinated and centralized real time transit information system is both technologically feasible as well as operationally sustainable. The chaos, frustration and fear produced in the Washington Metropolitan Area on September 11, 2001, resulted in a Regional Transit Operators organization forming and collaborating on various emergency preparedness issues. This forum has laid the groundwork for unprecedented cooperation seen during several transportation and emergency incidents in the last four years.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Many of the regional transit agencies have been experimenting with real time customer information. Most, if not all, have transit information available in electronic format as well as a computer infrastructure accessible to transmit and receive data. As a result there is a plethora of ideas and concepts about how to best coordinate and deliver this information. Transit consultants have pondered the idea and are simply waiting for a viable project to develop the product. What is lacking is a centralized computer server to house and distribute data and messages; however, Montgomery County and/or other of the major transit agencies in the region are capable of accommodating this project.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The degree of cooperation between the various transit agencies needed in order to implement this plan already exists and has been successfully feeding data to WMATA for their Ride Guide.

However, this project can be developed with as many or as few agencies that want to participate. Once the core product is developed it can be expanded to include the entire region at any time.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

Transit agencies within the NCR recognize the importance of regional collaboration and cooperation. We have developed a unified fare structure within the region and have committed to work together on various emergency preparedness projects. Agencies typically come to the aid and assistance of each other during operational incidents. This project deepens the already strong ties both operationally and organizationally within the region.

INITIATIVE PLAN

EMERGENCY PUBLIC ADDRESS SYSTEM

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Emergency Public Address System

This Initiative is established by DC Department of Transportation (DDOT) in response to the Target Capabilities in "Citizen Protection: Evacuation and/or In Place Protection". Experience showed that under emergency conditions, there are huge amounts of pedestrians on the streets in Washington DC without access to radio or internet to get proper guidance for evacuation. This Initiative is designed to efficiently provide real time evacuation guidance via a public address system controlled from the traffic management center (TMC). It will be part of DDOT's effort toward meeting the requirements of National Incident Management System (NIMS). The objective of this Initiative is to establish a national model to develop and deploy an emergency public address system effectively assisting in citizen evacuation. Equipped with this system, DDOT's TMC center will better serve as command and control center for orderly evacuating citizens.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

Washington Metropolitan Region consists of Washington DC, Maryland (Montgomery county and Prince George county) and Northern Virginia (Arlington, county, Fairfax County, Prince William county, and Loudoun county). This Initiative will be led by District Department of Transportation (DDOT) as part of its homeland security program. Citizen evacuation relies on strong coordination and partnership with Department of Transportation of Maryland and Virginia in information sharing to increase efficiency in citizen evacuation.

This Initiative, once developed and tested in Washington DC, can be deployable in Maryland and Virginia. Large cities such as New York and Chicago are excellent candidates to deploy the emergency public address system.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

To cost effectively develop and implement the Initiative, DDOT proposes to utilize the existing transportation management communication network to transmit high quality, digital audio to paging horns mounted on traffic signal poles. The required field equipment will be mounted in the local traffic controller. Candidate consulting companies have been identified to develop additional software to enhance transportation management center (TMC) software to control the system. This Initiative will utilize as many as appropriate existing wires set aside in the communications network for voice communications between the TMC personnel and the controller cabinet. DDOT has done initial feasibility studies and resources (hardware and software) available.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative will be spearheaded by the District Department of Transportation (DDOT) with the support of the Regional Emergency Support Function (RESF #1) Transportation Committee, the Management, Operations, Intelligent Transportation Systems (MOITS) Committee and other relevant working groups that support the Regional Emergency Preparedness Committee (REPC) through the Metropolitan Washington Council of Governments. DDOT will develop the program plan to guide the execution of the program and communication plan to keep stakeholders informed, obtain their inputs and address their concerns. This Initiative will also adhere to the grant administration and management set forth by DHS and ODP as administered through the region's SAA.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

DDOT's homeland security program covers many areas including updating and protecting communication network, deployment of evacuation dynamic message signs, evacuation plans, redundancy of power supplies, incident detection/management, deployment of additional CCTV cameras, and Regional Integrated Transportation Information System (RITIS). Efforts in this Initiative will result in an additional means in effectively executing evacuation plans. It helps incorporate National Incident Management System national priorities.

INITIATIVE PLAN

NATIONAL CAPITOL REGION EVACUATION AND SHELTER-IN-PLACE COORDINATION AND OUTREACH TO COMMUNITY, BUSINESS AND SPECIAL POPULATIONS PROVIDERS.

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

National Capitol Region Evacuation and Shelter-In-Place Coordination and Outreach to Community, Business and Special Populations Providers.

This Initiative will address the need for the National Capitol Region to improve capability and coordination of resources to evacuate and/or shelter in place persons within the National Capitol Region (NCR). Specifically, the Initiative will improve evacuation and shelter in place capabilities of NCR residents by supporting plans, training and exercise programs that will address the entire NCR community with a targeted focus on resources to address special needs populations. Special needs populations include children, the elderly, handicapped and non-native English speaking persons, and transient populations. There will also be a component geared toward the general public, as well an outreach component to businesses and providers that serve special needs populations. This Initiative supports evacuation planning and coordination across the region and will move the acceptance of roles and responsibilities of transportation and other related industry members and disciplines involved to ensure improved coordination for citizen evacuation and relocation processes. To meet that same end it leverages the evacuation and shelter-in-place work currently being done by individual jurisdictions.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The regional construct for this Initiative is for the NCR which includes Washington DC and 18 local governments surrounding our nation's capital. The National Capitol Region encompasses the seat of the Nation's Capitol and hosts a regional population of 4.5 million with the District of Columbia hosting daytime population increase of more than 500,000 thousand. In addition to those who live and work in the region, there is a significant tourist population that visits the region and in the event of an emergency will need to be evacuated or have options for shelter-in-place.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Existing resources include the Metropolitan Washington Council of Governments (MWCOG) that serves as a regional coordinating entity for the National Capitol Region. Through a number of their existing committees (Senior Policy Group (SPG) and RESF #5) key stakeholders are already identified. Through existing MWCOG working groups some of the issues can begin to be addressed. Processes to bring stakeholders together are recommended in order to achieve buy-in among all interested parties.

Consultant support and one full-time project manager is needed.

The consultant will work closely with the project manager and will also work with subject matter experts and government officials to develop plans under the project. Consultant support is needed to coordinate facilitated discussions and work with jurisdictions to come up with a Regional Evacuation/Shelter-In-Place document that incorporates information that currently exists and what has yet to be developed. Much of the work will be performed by contractors working with personnel currently employed in the preparedness area in the NCR. The contractor would be responsible for many aspects – developing material, printing, distribution, training of key personnel in key organizations, outreach to daycare providers, nursing home operators, advocacy groups for the elderly, disabled and non-English speaking persons, and groups affiliated with the hospitality and tourism industries.

This Initiative requires planning and communication effort, outreach to the community, and dissemination of evacuation and shelter in place information. This would include crating documents, pamphlets, brochures, and materials.

Facilitated discussion is needed to bring stakeholders who have a role in any shelter in place and/or evacuation issues to come together and take ownership of roles and responsibilities as well as identify needs that have not been assigned to any particular stakeholder. A tabletop exercise bringing all of the regional stakeholders is needed to further revisit and refine roles and responsibilities.   Additional exercises should be held to exercise components of the Regional Evacuation Plan.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Governance Structure: COG's RESF leads and other identified stakeholders who would be involved in the process.   RESF #5 the regions governing body will give direction. The Senior Policy Group (SPG) will make sure all programs are coordinated across region. A full time project manager will be responsible for regular updates to the RESF#5 group and the SPG. Reaching back to key organizations in all jurisdictions will take place to ensure coordination. The project manager will ensure all project deliverables are received on time.

5.   Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.

This Initiative fits into the larger homeland security program as it speaks to expanded regional collaboration and promotes the one message many voices concept.   The NCR is unique because it is viewed as a target rich area. In addition to its large diverse and multi-ethnic population, a significant number of federal employees live in the region commuting daily into the Nation's Capitol along with a significant transient population that includes visitors, tourists, etc.   A regionally based plan that is coordinated among all of the jurisdictions is essential.   This includes the development of mechanisms for outreach and further coordination among jurisdictions, service providers and residents to improve the overall response capability of the region in the event of an evacuation and/or shelter in place. This potentially reduces reliance on local and state government in the immediate aftermath of an incident when the government may have limited resources.   The opportunity to further integrate decision making from multiple disciplines and jurisdictions and have regional entities receive funding to come up with a regional evacuation/shelter-in place plan that supports the needs of everyone in the region makes this Initiative timely and relevant.

INITIATIVE PLAN

REGIONAL EVACUATION TRAFFIC MONITORING AND MANAGEMENT TOOL(S)

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Regional Evacuation Traffic Monitoring and Management Tool(s)

This Initiative will accelerate the completion of tools that will allow regional/local authorities to more effectively manage the impending flow of traffic during an emergency. The purpose of this system is to use "real-time" traffic data (not historical planning data) along with traffic management strategies that can display current traffic flow conditions, and predict immediate future traffic conditions over a region (e.g., a metropolitan area or a corridor that is potentially affected by a natural or man-made emergency). This capability is necessary for making the maximum use of road network capacity, thereby, decreasing the evacuation clearance time (which is a lesson learned from Hurricanes Katrina and Rita). The proposed solution will also be used to answer the "what if" questions, allowing the NCR to refine emergency traffic/transportation management plans and realistically determine transportation management resource requirements.

By accomplishing the above we will address the following Capability Weaknesses:

- **Planning** – **People –** Need to integrate traffic management systems with operating procedures along with one's ability to determine what plan is needed during an emergency.
- **Planning-Training**- Development of resources and materials for implementing emergency transportation plans/procedures.
- **Planning-Exercises/Eval.**-Testing of jurisdictional assumptions to identify gaps (i.e. signal timing strategies).
- **Planning-Plans/Policies/Procedures**- Need to integrate plans across jurisdictions and disciplines.
- **Planning-Plans/Policies/Procedures**- Accommodates for the integration of all regional transportation plans and the incident management plans and procedures.
- **Intelligence/Info Sharing-Equipment**- Transportation agencies by nature do a lot of monitoring and information gathering.
- **Intelligence/Info Sharing-Equipment**- The introduction of a State-of-art operating software and platform will allow the for legacy systems to be upgraded and integrated across the region.
- **Citizen Protection-Exercises/ Evacuation**- Strong need for scenario-based planning.
- **Citizen Protection-Exercises/ Evacuation**- Test traffic management centers.
- **Citizen Protection-Plans/Policies/Procedures**- Need to regionally coordinate evacuation traffic monitoring tools/models that incorporate GIS/Plan traffic evacuation routes.
- **Critical Infrastructure-Equipment**-VDOT Smart traffic center legacy equipment needs replacement.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

The region of focus will include Northern Virginia, Washington, D.C, and Maryland. It will be necessary to integrate Southern Maryland, Frederick County and much of the highway network around Baltimore and the greater Northern Virginia region to enhance the functionality of these tools during a mass evacuation situation and identify critical nodes to enhance buffer zone protection of critical transportation infrastructures and regional evacuation contingency plans.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Our proposed regional evacuation traffic monitoring tool leverages on-going traffic/transportation emergency management projects sponsored by the Maryland State Highway Administration (MDSHA) and is guided by regional stakeholder agencies (law enforcement, fire, EMS, transportation, public works, EMA, and others). These projects include:

- **Real-Time Traffic Network Simulator,** developed by the University of Maryland, Applied Technologies for Traffic Operations and Safety Program Laboratory
- **Eastern Shore (DelMarVa—Delaware-Maryland-Virginia peninsula) Evacuation Traffic Management Plan Development.** This project is a collaborative effort among Federal, State, and local agencies in the DelMarVa Peninsula to develop a coordinated regional hurricane evacuation traffic management plan.
- **Three-Dimensional, Real-Time Transportation Visualization System,** developed by the University of Maryland, Center for Advanced Transportation Technology. This system allows for "real-time" comprehensive transportation data for the road networks of Washington, D.C., Northern Virginia, and the entire state of Maryland.
- **The Maryland National Capital Region Transportation Emergency Management Plan Development.** This project provides a coordinated plan for managing evacuation traffic in and/or through the Maryland National Capital Region (includes Frederick/Charles Counties).
- **The Regional Integrated Transportation Information System (RITIS),** developed by the University of Maryland Center for Advanced Transportation Technology Laboratory.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The project will be coordinated through the newly created ESF 1 Working Group and will involve the participation of state and county transportation departments. It will require interfaces with emergency operations, law enforcement, and fire/EMS as well as regional government organizations such as COG.

5.   **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

The need to enhance the regions ability to manage evacuation scenarios was identified in DHS IB-197. This tool will enhance the decision-making process in an evacuation, by providing realistic visualization of the evacuation traffic and transportation conditions, and supporting decisions made by multiple agencies that are geographically separated, thereby enhancing regional collaboration. In other words, it facilitates decisions made by a "unified command" consistent with NIMS without the need for face-to-face communication. It provides the same situational awareness to all decision makers in a unified command that is formed only through electronics and telecommunications equipment.

Critical Infrastructure Protection

INITIATIVE PLAN

NATIONAL CAPITAL REGION CRITICAL INFRASTRUCTURE RESILIENCY PROGRAM

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    National Capital Region Critical Infrastructure Resiliency Program

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    The National Capital Region (NCR) is creating a Regional Critical Infrastructure Resiliancy program. This program involves senior officials from the Commonwealth of Virginia, the District of Columbia and the State of Maryland with pending involvement of representatives from the critical infrastructure operators and owners. These operators and owners will represent critical infrastructure located in the NCR or infrastructure that are major suppliers to the region.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    To successfully implement the program, the NCR will have to develop an information sharing program between the public and private sector. This program will leverage the regional IT infrastructure but will have to be engineered to protect the private critical infrastructure data. The program costs will be split between staffing costs to coordinate and implement the program; the development of an IT system; a public-private training and exercise program; CI risk assessments; and corrective actions for the CI owners and operators.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    The NCR has an existing group, the Critical Infrastructure Protection Group (CIPG), with governmental representatives. This group is currently expanding to include sector representatives and will report its findings to the homeland security advisors of DC, Md., and Va. The NCR CIPG reports directly to the Senior Policy Group which consists of the Homeland Security Advisors of DC, Md. and Va.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

    This Initiative is closely tied to the State homeland security program and the Overarching National Priorities. The state homeland security program requires that the critical infrastructure in the region be resilient so that the prevention, response and recovery assets can operate at an efficient level. Two of the three Overarching National Priorities, Implementation of the NIPP and Expand

Regional Collaboration, are addressed with this plan. Currently, the regional collaboration is focused on the public sector. A series of strong relationships have been developed with this collaboration. With the development of a resilient critical infrastructure program, the public-private sector collaboration will be enhanced and the regional collaboration will have greater depth. Cataloguing the critical infrastructure through a public-private partnership, selecting a common critical infrastructure assessment tool, and enhancing the resiliency of the system will allow this program to address the NIPP.

INITIATIVE PLAN

<u>NORTHERN VIRGINIA TRANSPORTATION MANAGEMENT PROGRAM: ENHANCEMENTS FOR INCIDENT RESPONSE AND EMERGENCY OPERATIONS COMMAND/CONTROL AND INFORMATION SHARING.</u>

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The name of this Initiative is: Northern Virginia Transportation Management Program: Enhancements for Incident Response and Emergency Operations Command/Control and Information Sharing.

The table below identifies the priority needs identified during the NCR's Capability Review Session for Critical Infrastructure Protection, which will be addressed by this Initiative.

Resource	Needs
People	• Need funding to sustain CIP at NCR. • Lack of ability for NCR emergency responders to utilize existing CCTV capabilities.

Equipment	• NCR has single points of failure that could lead to system wide breakdowns; need redundant control capability and enhanced monitoring systems.
	    Resources are not available in a critical time; need more stockpiles, etc.
	    Need back up systems to support transportation requirements
	    Need to secure network operations center
	    Secure equipment and information exchange
	    Information protection
	    Fusion/analysis center
	    Databases
	• VDOT smart traffic center software platform, computer hardware, etc., are all legacy equipment and in need of replacement, before the region can be effectively integrated. New software systems would enable us to more effectively and efficiently, identify incidents, verify situations, form response, deploy right resource, inform road users, etc.

Training	• Training of critical infrastructure personnel needs to include the needs of PLOSN, especially the higher risks they face with loss of power, transportation, and other critical infrastructure.
Exercises/Evaluation	Need to practice responses, evacuations, shelter in place, etc.
Plans, Policies and Procedures	• Need a process and means for emergency notification • Command and control

The needs addressed by VDOT NOVA's proposed Initiative fall primarily in the category of "Equipment". The proposed Initiative will lead to deployment of equipment and systems that provide and enhance command and control, monitoring, information-sharing, and emergency response capabilities. Implicit in this Initiative is the requirement for development of plans and Standard Operating Procedures; the need to train personnel; the need to have qualified staff and; the need to practice identifying and responding to scenarios using the newly deployed equipment, to evaluate performance, and to iteratively improve.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will be specifically implemented within VDOT's Northern Virginia District, with an emphasis on those areas within immediate proximity to Washington, D.C. The functional capability delivered by this Initiative will provide benefits to Washington, D.C. and Maryland, as well as Northern Virginia.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The foundation for this Initiative currently exists in the VDOT NOVA's Smart Traffic Center (STC) and existing ATMS, as well as related programs such as the Safety Service Patrol (SSP). However, the capabilities of these existing resources are sub-standard and require significant upgrade and/or replacement. The intent of our Initiative is to begin by effectively leveraging the assets we currently have, through incremental improvements such as integration of CAD systems with the STC; enhancement of the SSP program, and development of short-term "fixes" that will ameliorate the impact of current operational limitations. Longer term, this Initiative provides for full replacement of the core ATMS assets with a system that is robust, interoperable with other regional systems, and that will substantially upgrade the region's safety and security.   The most efficient means of attaining the resources required by this Initiative is to competitively bid elements of the Initiative to private sector contractors/consultants.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be managed by the Operations Division of VDOT NOVA District, using the standard project management and oversight tools and protocols regularly employed by the District. Involvement of regional stakeholders from both the public and private sectors will occur throughout the Initiative, both formally and informally.   Coordination with MWCOG's Transportation Planning Board and its various committees will occur regularly, and the technical implementation of this Initiative will occur in concert with other regional efforts such as CapCom/RITIS, CapWIN and efforts of individual agencies. An early step in this Initiative will be to define the functions required of the new VDOT NOVA ATMS, and input and information needs of all regional stakeholders will be strongly considered in defining ATMS functions.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative strongly supports all three of the Overarching National Priorities. The ability to monitor infrastructure, to effectively operate the transportation system, to move people away from

danger and emergency responders toward incident sites are all key elements of implementing the National Incident Management System and National Response Plan. The ability to gather and share information across jurisdictions and geographic boundaries, to share resources and assist other agencies in securing their facilities as well as VDOT's own, directly supports expanded regional collaboration. Finally, increasing monitoring, operations and response capabilities on VDOT's own infrastructure meshes with the intent of the Interim National Infrastructure Protection Plan. In addition to supporting the Overarching National Priorities as described above, this Initiative fits squarely within the mission and goals of both Virginia's homeland security program and that of the NCR. By providing improved operation of the transportation system, by sharing information with other agencies, by enhancing the free flow of the conduits by which emergency responders reach their destination, by protecting what is among the most valuable and largest infrastructure assets in both Virginia and throughout the NCR, this Initiative will improve the level of safety, security and response capability in the state and in the region.

INITIATIVE PLAN

WMATA ALTERNATE OPERATIONS CONTROL CENTER

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

This Initiative provides redundancies in critical operations control capabilities for transit in order to address a single point of failure in system. These failures have already bee identified by a comprehensive risk-based security assessment sponsored by the Department of Homeland Security and a security assessment conducted by the Federal Transit Administration. This Initiative provides a specific protection action that addresses one of the key capability gaps resulting from the session on critical infrastructure protection – the need to address single points of failure that can cause system-wide failures in key critical infrastructure sectors within the NCR such as transportation. If the building that currently houses the Washington Metropolitan Area Transit Authority's (WMATA) Operations Control Center (OCC) was destroyed or had to be evacuated, it would be essentially impossible to maintain rail service with any acceptable degree of reliability.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative impacts the entire National Capital Region since the Washington Metropolitan Area Transit Authority's rail and bus service covers the entire NCR. During the rush hour, 30 percent of the region's commuters rely on Metrorail service. Metrorail service is also critical component to the federal continuity of government operations, since almost half of peak riders are federal employees. The breakdown in service resulting from a shutdown of WMATA's OCC would have a tremendous impact on the District of Columbia and every jurisdiction/county within Virginia and Maryland that is part of the National Capital Region.

WMATA also intends to make the facility that will house the new primary OCC available to other transportation agencies in the region to address their need for backup traffic management center capabilities. The current building's space availability, its close proximity to other regional

transportation centers and future and existing regional connectivity outlets provides the potential for the facility to become a center point for regional transportation information sharing, monitoring and coordination during emergencies.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   WMATA has already applied most of its FY03-FY05 DHS transit grant funding towards the program and intends to use their FY06 allocation towards the project. But the transit grant program does not provide enough resources to put in place an Alternate Operations Control Center in a timely manner. WMATA has received only a total of $15 million in DHS transit grant funds over the three year period between FY03-FY05. With the use of FY06 UASI funds in addition to the FY06 transit grant funding, WMATA will be able to complete the project without the need to acquire DHS grant funding beyond FY06. Without the use of FY06 UASI funds, completion of the project will be delayed at least a year.

   In an effort to address this top security priority in a more cost effective and timely manner, WMATA recently decided to designate the existing facility it was originally going to use as a backup as its future primary OCC. Moving the primary OCC outside the region's core area will address the critical security risk, and result in cost savings by transferring rather than replicating most of the new radio infrastructure and other communications component upgrades. WMATA has leveraged existing capital funding acquired from other federal sources for the radio infrastructure and other communications component upgrades.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

   WMATA has consulted and obtained the endorsement of a wide range of transportation stakeholders in the region for this Initiative. Funding for this Initiative was deemed a top priority by RESF 1 (Transportation) in 2005. At the request of the NCR CAOs during the FY05 UASI funding process, WMATA requested and obtained the endorsement of the NCR Transportation Planning Board for the project in May of 2005. As cited in the previous question, WMATA intends to make the facility that will house the new primary OCC available to other transportation agencies in the region to address their need for backup traffic management center capabilities.

   WMATA has designated the need to put in place an Alternate Operations Control Center its number one security priority and has devised a sound management plan for the project. WMATA already has a building in place to house the Alternate OCC, committed prior year DHS transit grant funding towards design and initial procurement activities for the project and appointed the Director for the Office of Infrastructure Renewal to lead and mange the project.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

   This Initiative directly serves to advance in the NCR two of the three Overarching National Priorities: Implement the Interim National Infrastructure Protection Plan and Expanded Regional Collaboration. As cited in the responses above, this Initiative addresses a single point of failure associated with a key sector of the NCR's critical infrastructure and will also expand regional

coordination in the transportation sector by providing the opportunity for enhanced connectivity and coordination among all transportation agencies operating within NCR.

INITIATIVE PLAN

CRITICAL TRANSPORTATION INFRASTRUCTURE PROTECTION

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

This Initiative is "Critical Transportation Infrastructure Protection." The Department of Homeland Security (DHS) has identified the implementation of the national infrastructure protection plan as one of the Overarching National Priorities in the National Preparedness Goal. This includes actions to reduce the vulnerability of critical infrastructure or key resources in order to deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies. Protecting critical infrastructure has also been identified as one of the top 14 priority capabilities in the National Capital Region (NCR) by the Metropolitan Washington Council of Governments (MWCOG). The objective of the proposal is to propose and test feasible state-of-the-art cost effective solutions to enhance the protection and security of critical transportation assets in the NCR.

The proposal also supports the National Preparedness Goal of expanding regional collaboration. This project embraces partnerships between regional transportation agencies across multiple jurisdictions in order to cooperatively determine effective regional solutions to enhance critical transportation infrastructure security. The effort will allow agencies to share lessons learned, spread costs, and apply uniform approaches to enhancing security throughout the NCR. This approach will allow these agencies to increase efficiency, enhance public protection, and leverage regional capabilities.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The project entails examining critical transportation infrastructure assets through the entire National Capital Region (NCR), This includes the District of Columbia, and portions of Maryland and Northern Virginia. Infrastructure protection is the responsibility of the District of Columbia Department of Transportation (DDOT), the Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and the Virginia Department of Transportation (VDOT). These agencies work closely together to ensure the ability to support regional evacuations, maintain regional commerce, ensure public safety, provide assistance and support to first responders, and perform debris removal and transportation system recovery operations in the event of a terrorist event, regional emergency event, or natural disaster. This Initiative supports these activities by ensuring the viability of critical transportation infrastructure assets by effectively reducing the vulnerability of these assets to terrorist attack thereby enhancing regional security across the NCR.

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

This project allows DDOT, SHA, and VDOT to share existing capabilities and resources across jurisdictional boundaries. This includes sharing existing video surveillance monitoring and detection devices, specifications and protocols for developed hardware and software, integration technologies, and information and details of state of the art protection systems under design, development, or consideration. By effectively engaging these regional transportation departments, the project will leverage both existing technologies and resources, and project analysis recommendations to enhance critical transportation infrastructure security throughout the NCR.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Management and oversight of the project will be the responsibility of the District of Columbia Department of Transportation (DDOT). DDOT will be responsible for reporting the status and final recommendations of the project to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. DDOT will assemble a team of supporting management representatives, highway engineers, and information technology specialists from DDOT, SHA, and VDOT, to support, oversee, and evaluate recommendations received from the consulting firm selected to perform the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

5. Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.

The Initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to reduce the vulnerability and enhance the security and protection of critical statewide infrastructure assets. By supporting these efforts, the Initiative serves to improve public safety and the ability of local jurisdictions to cooperatively respond to terrorist attacks, emergency incidents, or natural disasters by ensuring that critical transportation infrastructure assets remain available for evacuations, first response, and recovery and restoration operations. This Initiative directly supports the National Preparedness Goals of protecting critical infrastructure and key resources and expanding regional cooperation of transportation agencies across multiple jurisdictions.

INITIATIVE PLAN

NEW TRANSPORTATION MANAGEMENT CENTER AT ANACOSTIA GATEWAY

1. Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

New Transportation Management Center at Anacostia Gateway. Within the National Capital Region (NCR) there clearly is a need to identify homeland security functions when building a new Traffic Management Center (TMC) in DDOT. This Initiative is established to develop and integrate those new identified functions in the area of homeland security into the TMC, including Critical Infrastructure Protection, Intelligence/Information Sharing and Dissemination, Information Gathering and Recognition of Indicators and Warnings, and Interoperable Communications. The new TMC will also support Target Capabilities in "Citizen Protection: Evacuation and/or In Place Protection" using DMS signs, emergency public address system, emergency response plans, and signal controls. The new TMC development will meet the requirements of National Incident Management System (NIMS), Expanded Regional Collaboration, and Strengthen Information Sharing and Collaboration Capabilities.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative will be led by District Department of Transportation (DDOT) as part of its homeland security program. Its Information Sharing and Collaboration Capabilities will be developed so that MDOT and VDOT can share information with the TMC. Moreover, the TMC will be interfaced with Regional Integrated Transportation Information System (RITIS) to facilitate regional information sharing, incident responses and emergency evacuation. An integrated and coordinated evacuation plan among DDOT, MDOT and VDOT will be created to effectively evacuate citizens in the Washington Metropolitan Area. The TMC will be the command center to handle emergencies.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

DDOT's existing TMC has working hardware and software supporting current normal operations; however, its expansion has reached the limit in meeting the additional requirements of homeland security. For example, the communication network is based on twisted pair and it is a challenge to add additional video cameras. DDOT has new TMC specification, ITS program plan, TMC operation document and evacuation plan in place and in-house expertise to specify, procure, and manage the TMC development leading to its test/acceptance. DDOT has processes in place to manage federal projects.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative will be spearheaded by the District Department of Transportation (DDOT) with the support of the Regional Emergency Support Function (RESF #1) Transportation Committee, the Management, Operations, Intelligent Transportation Systems (MOITS) Committee and other relevant working groups that support the Regional Emergency Preparedness Committee (REPC) through the Metropolitan Washington Council of Governments. DDOT will develop the program plan to guide the execution of the program and communication plan to keep stakeholders informed, obtain their inputs and address their concerns. This Initiative will also adhere to the grant administration and management set forth by DHS and ODP as administered through the region's SAA.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

DDOT's homeland security program covers many areas including updating and protecting communication network, deployment of evacuation dynamic message signs, emergency public address system, evacuation plans, redundancy of power supplies, incident detection/management, deployment of additional CCTV cameras, and Regional Integrated Transportation Information System (RITIS). Efforts in this Initiative will result in an integrated and centralized command and control center with the abilities to gather information, disseminate data, share data, detection incidents, and manage events and emergencies. This Initiative addresses Overarching Naitonal Priorities in Expanded Regional Collaboration, and National Incident Management System.

INITIATIVE PLAN

<u>MULTIFUNCTIONAL EVACUATION DYNAMIC MESSAGE SIGNS</u>

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Multifunctional Evacuation Dynamic Message Signs. This Initiative is established by the District Department of Transportation (DDOT) in response to the Target Capabilities in "Citizen Protection: Evacuation and/or In Place Protection". DC area does not have location-fixed dynamic message signs (DMS) controlled from Traffic Management Center. This seriously limits DDOT's ability to evacuate citizen under emergency situations. The objective of the Initiative is to develop a DMS based system to effectively evacuate citizen and provide traffic information to motorists under normal situations. The Initiative will lead to regional effort to meet the requirements of National Incident Management System (NIMS), Expanded Regional Collaboration, and Strengthen Information Sharing and Collaboration Capabilities.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

Washington Metropolitan Region consists of Washington, DC, Maryland (Montgomery county and Prince George's county) and Northern Virginia (Arlington, county, Fairfax County, Prince William county, and Loudoun county). This Initiative will be led by District Department of Transportation (DDOT) as part of its homeland security program. Citizen evacuation relies on strong coordination and partnership with MDOT and VDOT in information sharing to increase efficiency in citizen evacuation. An integrated and coordinated evacuation plan among DDOT, MDOT and VDOT will be created to effectively evacuate citizens in the Washington Metropolitan Area. This Initiative can be an integral part of Regional Integrated Transportation Information System (RITIS)

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Currently, DDOT does not have any location-fixed DMS signs to be used in citizen evacuation. DDOT needs to develop a completely new DMS based information system from ground up that can handle emergency evacuation including software, hardware and the associated operation/evacuation plans. This Initiative will help DDOT cover the identified weakness that prevents effective evacuation.

The DDOT has communication network in place to support the controls of the evacuation DMS signs along the evacuation routes in most of the places. DDOT, experienced in handling federal aided programs, also has process in place to manage federal projects.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be spearheaded by the District Department of Transportation (DDOT) with the support of the Regional Emergency Support Function (RESF #1) Transportation Committee, the Management, Operations, Intelligent Transportation Systems (MOITS) Committee and other relevant working groups that support the Regional Emergency Preparedness Committee (REPC) through the Metropolitan Washington Council of Governments. DDOT will develop the program plan to guide the execution of the program and communication plan to keep stakeholders informed, obtain their inputs and address their concerns. This Initiative will also adhere to the grant administration and management set forth by DHS and ODP as administered through the region's SAA.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

DDOT's homeland security program covers many areas including updating and protecting communication network, deployment of evacuation dynamic message signs, TMC based public address system, evacuation plans, redundancy of power supplies, incident detection/management, deployment of additional CCTV cameras, and Regional Integrated Transportation Information System (RITIS). Efforts in this Initiative will result in improved incident detection/management and evacuation plan. Moreover, the DMS system can be integrated into RITIS shared by the whole DC Metropolitan area including Maryland and Virginia.

This Initiative addresses Overarching National Priorities in Expanded Regional Collaboration, and National Incident Management System. The identified weakness in the DMS assisted evacuation is well-defined and has revealed urgent needs to address this issue.

INITIATIVE PLAN

CRITICAL INFRASTRUCTURE MONITORING AND PROTECTION

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    This Initiative is Critical Infrastructure Monitoring and Protection. It has been established in response to one of the Interim National Preparedness Goals "protect critical infrastructure and key resource as described in National Infrastructure Projection Plan (NIPP)". It addresses the "Protect Mission Area" in "Critical Infrastructure Protection (CIP). The objective of the Initiative is to propose a solution to protecting critical infrastructure (bridges and tunnels), a critical weakness area identified, in the Washington DC Metropolitan Region.

    Protecting critical infrastructure has also been identified as one of the 14 priority capabilities in National Capital Region (NCR) by Metropolitan Washington Council of Government (MWCOG). Washington DC Metropolitan Region has many bridges and tunnels as critical part of its infrastructure. Some critical bridges in this area have towers on them that are unmanned, and these unmanned bridge towers are not monitored. This Initiative will develop a system to monitor key bridges and tunnels 24 hours a day and 7 days a week in Traffic Management Centers (TMC) in Washington DC Metropolitan Region. The Initiative will lead to regional effort to meet the requirements of National Incident Management System (NIMS), Expanded Regional Collaboration, and Strengthen Information Sharing and Collaboration Capabilities. It covers the Target Capabilities of CBRNE detection and Critical Infrastructure Protection (NCR additional capabilities).

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    Washington Metropolitan Region consists of Washington DC, Maryland (Montgomery County and Prince George's County) and Northern Virginia (Arlington County, Fairfax County, Prince William county, and Loudoun county). This Initiative will be led by District Department of Transportation (DDOT) as part of its homeland security program. It relies on strong coordination and partnership with MDOT and VDOT. This is a regional effort to address the concerns shared by the region. For example, while DDOT is responsible for bridges and tunnels inside DC, Maryland and Virginia Department of transportation will take more responsibility for critical bridges such as American Legion Memorial Bridge outside Washington DC. Real time event information is shared. In addition, DDOT, MDOT, and VDOT will jointly respond to events as appropriate. If there are any suspicious actions detected, then the response procedure will involve all related States to take prompt actions. As far as daily operations, there will be built-in redundancy in monitoring the critical bridges by both States for those bridges that connect two States to increase the reliability of event monitoring and responses.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Currently, DDOT, MDOT and VDOT do not have video based bridge monitoring and intrusion detection system in place, nor their communication support infrastructure. Therefore, the system is likely to be built from ground up. The Initiative will develop the overall system including communication links to the existing network. DDOT, MDOT and VDOT will provide support to integrate the video detection system with TMC hardware/software systems. However, additional hardware and software may have to be added or modified to integrate the Initiative system for centralized operations. As for replacement of tunnel video cameras, the communication network is in place to support video cameras. Additional control wires and interface devices are needed to control PTZ.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

DDOT will be responsible for the oversight in regards to the management of the grant that will be provided through State Administrative Agent (SAA). DDOT will work with Management, Operations and Intelligent Transportation Systems and RESF 1 Committee at the Metropolitan Council of Government. DDOT will develop the program plan to guide the execution of the program and communication plan to keep stakeholders informed, obtain their inputs and address their concerns.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

DDOT's homeland security program covers many areas including updating and protecting communication network, deployment of evacuation dynamic message signs, TMC based public address system, evacuation plans, redundancy of power supplies, incident detection/management, deployment of additional CCTV cameras, and Regional Integrated Transportation Information System (RITIS). This Initiative will provide DDOT with an additional capability in protecting its bridges and tunnels. Efforts in this Initiative will result in improved incident detection/management and evacuation plan. Moreover, the real time bridge and tunnel monitoring/detection information can be integrated into RITIS shared by the entire DC Metropolitan area including Maryland and Virginia.

This Initiative directly addresses the National Preparedness Goal regarding "protect critical infrastructure and key resources" (page 1, section 1.B, FY-2006 Homeland Security Grant Program), and Overarching National Priorities in Expanded Regional Collaboration, National Incident Management System and National Infrastructure Protection Plan. The identified weakness in the critical infrastructure in this Initiative is well-defined and has revealed urgent needs to address this issue.

INITIATIVE PLAN

<u>EXPANSION, ESTABLISHMENT AND OPERATION OF THE WATER SECURITY MONITORING NETWORK IN THE NCR</u>

1. Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Through the continuation and expansion of the NCR Water Security Monitoring Network this Initiative directly meets the National Priority to strengthen CBRNE detection, response and decontamination, as well as it addresses identified weaknesses in CBRNE, WMD/Hazardous Materials Response and Critical Infrastructure Priority Capabilities, and meets the needs of NCR Goal 3: Prevention and Mitigation. The expanded network provides more complete early warning drinking water monitoring data as well as greater coverage of the NCR, thereby providing more protection to the citizens of the NCR.

2. Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will build upon efforts by the regional Water Security Work Group to develop comprehensive responses to the highest regional water security needs identified through regional strategic planning sessions and individual water utility vulnerability assessments. The Water Security Work Group consists of water utilities, NCR local governments, as well as State, Federal and regional public agencies covering the entire National Capital Region.

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

This project allows District of Columbia Department of Transportation (DDOT), SHA, and VDOT to share existing capabilities and resources across jurisdictional boundaries. These include existing video surveillance monitoring and detection devices, specifications and protocols for developed hardware and software resources, integration technologies, and information and details of state-of the-art protection systems under design, development, or consideration. By effectively engaging these regional transportation departments, the project will leverage both existing technologies and resources, and project analysis recommendations to enhance critical transportation infrastructure security throughout the NCR.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Management and oversight of the project will be the responsibility of the District of Columbia DDOT. DDOT will be responsible for reporting the status and final recommendations of the project to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. DDOT will assemble a team of supporting management representatives, highway engineers, and information technology specialists from DDOT, SHA, and VDOT, to support, oversee, and

evaluate recommendations received from the consulting firm selected to perform the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

5.   **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

The Initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to reduce the vulnerability and enhance the security and protection of critical statewide infrastructure assets. By supporting these efforts, the Initiative serves to improve public safety and the ability of local jurisdictions to cooperatively respond to terrorist attacks, emergency incidents, or natural disasters by ensuring that critical transportation infrastructure assets remain available for evacuations, first response, and recovery and restoration operations. This Initiative directly supports the National Preparedness Goals of protecting critical infrastructure and key resources and expanding regional cooperation of transportation agencies across multiple jurisdictions.

INITIATIVE PLAN

PIPELINENET WATER DISTRIBUTION SYSTEM MODEL DEVELOPMENT FOR WATER UTILITIES IN THE NATIONAL CAPITAL REGION

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

This Initiative is a continuation of an FY'04 UASI to develop a PipelineNet model to reduce contamination risk for the population served by the water utilities in the National Capital Region.

Water utilities in the National Capital Region have identified the need for real time information to track and model the flow of contaminants within a water supply distribution system as a high priority to help minimize risks to human health during a contamination event. This need was confirmed during the recent Capability Review Sessions held for the NCR. The PipelineNet model was developed to support and augment detection and response capabilities resulting from intentional or accidental contamination events in public water supply systems.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative will build upon efforts by the regional Water Security Work Group (RESF #3 Water) to develop comprehensive responses to the highest regional water security needs identified through regional strategic planning sessions and individual water utility vulnerability assessments. The Water Security Work Group (RESF #3 Water) consists of water utilities, local governments, State, Federal and regional public agencies covering the entire National Capital Region.

3.   **Resources, Processes, and Tools:**   **Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Under Title IV of the Public Health Security and Bioterrorism Response Act of 2002 (PL 107-188), EPA is authorized to conduct research to prevent, detect, and respond to the intentional introduction of chemical, biological, or radiological contaminants into community water systems and source water for these systems. The PipelineNet model was developed to support and augment detection and response capabilities resulting from intentional contamination events in public water supply systems. PipelineNet was initially developed for the 2002 Winter Olympic Games in Salt Lake City and has subsequently been applied to over 20 additional water utilities in the United States and Canada, including several water utilities in the National Capital Region (e.g., DC-WASA, WSSC, City of Falls Church, and Fairfax Water).

Through an American Water Works Association Research Foundation (AwwaRF) case study, additional capabilities have been added to PipelineNet to address consequence assessment issues. These capabilities include tools to close valves to isolate the system, the identification of monitoring locations based on model inputs, outputs, population density and location of critical facilities, and spatial data display and overlay functions that aid in the Initial Distribution System Evaluation for Stage 2 Disinfection Byproducts. The model can also calculate the population at risk, simulate the flow and concentration of biological or chemical contaminants in the distribution system, and assess the effects of water treatment on the contaminant. These tools will provide water utilities in the National Capital Region with the capability to examine "what if" scenarios and to develop contingency plans for responding to water contamination incidents. They also support collaboration with health departments and agencies.

This project is a continuation of previous funding for this purpose.

4.   **Governance Structure:**   **Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative will be governed by the regional Water Security Work Group (RESF #3 Water), which consists of water utilities, local governments, State, Federal and regional public agencies covering the entire National Capital Region.

5. Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The modeling work conducted for this project will be fully integrated with the NCR Water Supply Emergency Plan for the National Capital Region. This plan has been formally incorporated as an annex to the Regional Emergency Coordination Plan (RECPSM) under Regional Emergency Support Function #3, Public Works and Engineering, and helps facilitate a coordinated response to events that affect the quality or quantity of water in the National Capital Region. Consequently, the proposed modeling work would also help ensure implementation of the National Incident Management System, coordination with the Federal Response Plan, and enhance development of regional capabilities.

INITIATIVE PLAN

WMATA COMMUNICATIONS UPGRADE

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

WMATA Communications Upgrade. This Initiative addresses crucial regional interoperability and critical infrastructure protection. The Washington Metropolitan Area Transit Authority (WMATA) Metrorail system is a regional subway system that provides critical transportation capability to the NCR transporting hundreds of thousands of passengers each day. This Initiative ensures that public safety first responders (law enforcement, fire and EMS personnel) will have robust communications capacity when incidents occur in the tunnel system. This communications capacity also enhances the ability to protect the infrastructure from disruption and to restore it in a timely manner when disruptions do occur.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The WMATA Communications Upgrade addresses critical Metrorail tunnel infrastructure that passes through a large number of NCR jurisdictions. Metrorail tunnels pass through Washington, DC, Arlington County and the City of Alexandria in Virginia, and Montgomery and Prince George's Counties in Maryland. The below grade portions of the Metrorail system make up the core of the system and as a result carry the highest number of passengers in the system.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

A major strength within NCR is the robust communications interoperability between first responders. This project leverages the existing interoperability strength by addressing a critical regional weakness, extending the interoperability below grade and improving the reliability and availability of the existing system infrastructure. The long term goal of the Initiative is to provide reliable comprehensive interoperable public safety communications in the Metrorail system.

This is the second year of a three to four year upgrade project requiring a total of approximately $13M to address all the existing system deficiencies. FY06 funding of $6.1M is being requested to continue the project. FY07 funding in the amount of $2.9M is anticipated to be needed for completion of the upgrade. Depending on variables that cannot be defined at this point it is possible that some of the FY07 funding may need to be re-allocated to FY08 to compete the upgrade; in any case, at present the total funding anticipated to complete the upgrade is $9M, $6.1M in FY06 and $2.9M allocated between FY07 and FY08.

Starting in FY08 maintenance funding will be required to perform semi-annual preventative maintenance on the infrastructure. This maintenance will ensure that the system remains properly tuned.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative is being managed through a partnership between the Metropolitan Washington Council of Governments (MWCOG) Fire Chiefs and WMATA. The COG Fire Chiefs' Committee has tasked the Fire Communications Subcommittee to work with WMATA to ensure the timely implementation of this project while achieving the project goals. In addition, the Fire Communications Subcommittee is working with the Police Communications Subcommittee to ensure that law enforcement needs are being addressed. Committee members are participating in project review meetings and review proposed system designs and schedules to make sure that first responder concerns are being addressed.

WMATA has developed a project team focused on delivering a robust, reliable system that meets the needs of the public safety first responders.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

The WMATA Communications Upgrade Initiative supports the three Overarching National Security Priorities; Implementation of the National Incident Management System and National Response Plan; Expanded Regional Collaboration; and Implementation of the Interim National Infrastructure Protection Plan. NIMS and the NRP are directly supported by providing enhanced communications capabilities in one of the highest threat and most complex environments that exists within the NCR. Absent robust communications capabilities implementation of NIMS in support of the NRP is very difficult.

The Initiative leverages and builds upon existing regional collaboration by providing a means to utilize the existing interoperability that has been developed within the NCR to mitigate incidents in the Metrorail system.

Infrastructure protection is enhanced by addressing a critical communications vulnerability that exists within the Metrorail system. The Metrorail system is critical to maintaining continuity of government in the NCR due to the critical transportation capacity that it provides. The ability to communicate within the Metrorail system is essential to protecting this critical infrastructure and restoring it to function in the event that an incident does occur within the system.

INITIATIVE PLAN

INCREASING EMERGENCY GENERATION RELIABILITY AND CAPABILITY

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Initiative Title: "Increasing Emergency Generation Reliability and Capability in the National Capital Region (NCR)"

Address Needs & Priorities: This Initiative addresses issues that were raised in all five Resource areas – People; Equipment; Training; Exercise/Evaluation; and Plans, Policies, and Procedures – of the Critical Infrastructure Protection (CIP) segment in the NCR's Capability Review (1/6-11/06). Emergency generation capability directly supports all the eight Priority Capabilities listed in the State Homeland Security Program and Capability Review Guidebook (Volume 1) and this Initiative directly addresses issues raised in the Additional Capabilities "Protect Mission Area Target Capabilities" area of the Guidebook: Critical Infrastructure Protection (CIP). All critical government agencies and functions depend upon electric power to conduct their mission and when utility service is interrupted, emergency generation equipment continues to support each organization's mission in the affected area for natural, technical, or human-initiated disaster.

This Initiative also addresses a number of infrastructure weaknesses that have been identified in various NCR infrastructure security and hurricane and Florida hurricane impact studies conducted between mid-2000 and the present by the proposed project team members.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

Geographic Area: This Initiative involves a number of activities in all 19 Federal, State, District, county, and city jurisdictions in Washington, D.C. Urban Area, which consists of the National Capital Region, as defined in 10 U.S.C. 2674(f)(2). This is one of the designated Candidate Urban Areas in the UASI FY05 program.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Resources & Tools: This Initiative's success depends upon the cooperation and access to government (at all levels) and specific private emergency generator facilities in the NCR. Support to gain access will be sought through existing organizations such as the COG R-ESF #5 and #12 Committees/Task Forces, the Northern Virginia Emergency Managers' Council, the Federal General Services Administration. In the private sector, support and assistance will be sought from relevant professional associations, government human services agencies, medical organizations, and utilities serving the NCR.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

High-Level Governance: Members of COG R-ESF #5 and #12 Committees/Task Forces and relevant professional associations will be invited to participate directly in a project advisory committee that will review the technical and administrative progress and direction of the Initiative. Presentations on the Initiative's progress will also be presented at regular COG R-ESF #5 and #12 committee meetings to obtain additional feedback and suggestions.

5.   **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

Expand Regional Collaboration: The Initiative supports this National Priority by collecting and integrating information regarding emergency generator installations across the Federal government, two States and the District, five counties, and 10 independent cities, all in the

National Capital Region. The results of the Initiative will be integrated into Emergency Operations Centers and Emergency Operating Plans in all the jurisdictions to enhance security and capability of critical public and private functions.

Implement Interim NIPP: The Initiative supports this National Priority by enhancing the capability, reliability, and security of emergency generation facilities installed or available in the NCR and thereby enhancing critical government and private facilities' capability to operate during an emergency, regardless of cause. It also increases the efficient use of already installed and available emergency generation resources for critical infrastructures and key resources (CI/KRs) by interacting directly with both public and private sector organizations and sharing best practices and expertise, regardless of where it was developed.

Implement NIMS & NRP: The Initiative directly supports this National Priority by bringing to a higher level the capabilities and limitations of this resource that is generally estimated to be measured in the 10s to 100s of Megawatts of installed capacity. This is an important infrastructure resource that should be brought to bear during emergencies, either natural or man-made. However, as Hurricane Isabel and other local natural disasters have demonstrated, a significant number of these units a) do not start when called upon, b) fail in less than one-hour if they do start, or 3) refueling provisions have not been put in place. Because of these situations, response to emergencies by both critical government and private organizations are either hampered or knocked out altogether, thus negatively impacting their capability to respond.

INITIATIVE PLAN

ALTERNATIVE ENERGY SYSTEMS TECHNOLOGY FOR HOMELAND SECURITY APPLICATIONS

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   Alternative Energy Systems Technology for Homeland Security Applications

   The NCR has an extensive back-up generation capability in both the public and private sectors, with subsequent requirements. There is a role that alternative sources of power can fulfill in energy contingency and emergency planning. For example, Hurricane Katrina and Rita demonstrated that solar technology was very beneficial. Solar power was the first line of defense to maintain hospital and medical supplies. Systems that depended upon fossil fuel were not operational simply because there was no fuel. Diversification of power sources for emergency planning is beneficial.

   The program and capability evaluation identified gaps in critical infrastructure that relies solely on the electric grid system. A key aspect of this gap in critical infrastructure is backup power and its role in restoring power quickly. Throughout the capability review various references to gaps in planning and information were noted. Among the specific gaps that would assist the region in rapid recovery are the following:

   - Develop strategies and procedures that do not rely solely on grid system

- Need to test back-up generators more regularly, also testing protocols need to be enforced.
- Need to inventory generators (where are they, what can they support)
- In place emergency generation equipment 1) inventory with details, 2) maintenance, 3) upkeep in operating mode 4) fuel source(s)/re-fueling.
- Need regional plan for generators to move fuel.
- Mandate of COOP/COG plan for critical infrastructure in the NCR (private sector).
- Need for regional methodology for prioritizing risk across CIP sectors within NCR (4).
- Unaware of plans for a complete break –down of the critical infrastructure.

This Initiative will be developed in 2 phases. Phase 1 is the planning phase during which time an inventory of back power generators in both the public and private sectors will be conducted. Phase 2 is application and demonstration of technologies. Both phases are necessary in order to meet our national goal of response and recovery by enhancing our ability to rapidly restore electric service to critical infrastructure facilities in the event of terrorism or a natural event.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will provide funding to demonstrate the application of various alternative system technologies for backup power for selected critical infrastructure facilities. The application and demonstrations for this project is the NCR region defined by law.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

There are hundreds of critical infrastructure facilities, ranging from hospitals to pumping stations that support the estimated 6 million people in the NCR. To increase our capacity for critical infrastructure recovery this Initiative brings us closer to achieving our goal to sustain a capacity to respond and recover from "all hazards" events across the NCR.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The existing Council of Governments Energy Policy Advisory Committee's ESF #12 will govern this initiate. The Committee consists of representation from the local and governments, state energy and regulatory agencies, utilities, and energy distributors.   A detailed work program will be approved by the EPAC, with input from all R-ESFs. The EPAC reports to the Chief Administrative Officers Committee and the COG Board of Directors.

5.   Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.

Planning is the foundation on which all capabilities are developed and enhanced. Planning is a mechanism to develop, validate, and maintain plans, policies, and procedures describing how the entire response spectrum will coordinate and manage resources to prevent, protect, respond to and recover from all disasters. Planning processes incorporate hazard analysis and risk assessment. Planning support all of the Emergency Support Functions and all response agencies including Federal, State and local assets.   Planning ensures implementation of the National Incident

Management System coordinates with the Federal Response Plan and develops regional capabilities.

INITIATIVE PLAN

RAPID RESPONSE MOBILE TRANSFORMER [RESF #12 ENERGY]

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   RAPID RESPONSE MOBILE TRANSFORMER [RESF-12 Energy]
   This Initiative will allow for rapid recovery capability from a catastrophic incident at a critical node in the electric system, specifically the electric substation. As this infrastructure is in public space its protection is problematic. Equipment to facilitate rapid recovery from a direct attack or collateral damage will help ensure continuity of electric service and government operations in the impacted area. This Initiative addresses Critical Infrastructure Protection and rapid recovery from a potential man made or natural disaster event. This Initiative also helps ensure the continuity of government and other essential service provider operations.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This Initiative has broad application in the National Capital Region. Specifically several regional utilities can utilize the functionality of this Initiative. Also, critical government and private high voltage facilities providing essential services to multiple jurisdictions in the NCR could utilize the rapid response mobile transformer. Such facilities include water and sewage treatment as well as defense facilities essential to National and regional protection with similar equipment ratings.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   Existing utility resources will be utilized to support the execution of this Initiative. Utility service providers are familiar and experienced in the efficient and reliable operation of the electric system and have experience in the development and procurement of technologies and equipment to facilitate that operation and continued reliability. Experienced utility resources can be utilized to maintain and deploy the Rapid Response Mobile Transformer.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

   Implementation will be achieved using standard business project management and procurement processes. Specification and bid packages will be developed with input from key stakeholders. Solicitations will be received and evaluated on price and qualification resulting in selection of the lowest, best qualified bid. Construction progress will be monitored and testing completed prior to acceptance of the unit.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative will incorporate two of the Overarching National Priorities. It will result in Expanded Regional Collaboration in that electric utilities are multi-jurisdictional entities and frequently share resources among themselves in an emergency. This project will ensure the rapid recovery of critical electric system infrastructure from a direct attack or collateral damage to support continuity of government or other critical operations. This Initiative creates a public-private partnership which meets a critical need for both parties.

Additionally this Initiative will help implement the Interim National Infrastructure Protection Plan in that it will strengthen the ability to restore service to critical and essential services in the event of a directed attack against or collateral damage to critical electric system infrastructure.

This project will also achieve regional Goal #4, Response and Recovery in that it will enhance the ability to rapidly restore electric service to critical infrastructure in the event on a directed attack in the National Capital Region.

INITIATIVE PLAN

CRITICAL INFRASTRUCTURE PROTECTION PROGRAM

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The National Capitol Region (NCR) is home to Critical Infrastructure and Key Assets (CI/KA) that are both critical and symbolic to both the District of Columbia and the United States. Development of a Critical Infrastructure Protection Program within the District of Columbia, which allows for the seamless communication of information with our NCR partners, is critical to insuring a comprehensive approach to the protection of these sites, as well as a rapid response and recovery plan in the event of an incident within the NCR.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

Currently, the National Capitol Region does not have a unified Critical Infrastructure Protection Program that ensures consistency across the region. This deficiency hinders our ability to efficiently asses, collect, store and share CI/KA information as mandated by Homeland Security Presidential Directive 7 (HSPD-7).

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The development of a coordinated Critical Infrastructure Protection Program within the National Capitol Region that will allow for an analysis and information-sharing program within the NCR that encompasses and prioritizes not only governmental infrastructure, but NGO's, private

organizations and community infrastructure, is key to preventing, preparing and the mitigation of the "all hazards" threat against these facilities.

Development of assessment protocols and guidelines accepted by all NCR partners that will allow for the collection of the same Site Assessment Visit (SAV) information across the region, as well as the rapid and seamless information sharing across the region that will allow for the necessary risk assessments, intelligence analysis, increased site security, response and recovery for these identified CI/KA.

The ability for all jurisdictions within the region to obtain the necessary training and certification in the Protection of Critical Infrastructure Information (PCII) will significantly improve the collection, retention and security of this information with both the NCR and Federal partners. Without this certification and training, information sharing of sensitive data across the NCR and among Federal agencies cannot exist.

Additionally, the successful implementation of this Initiative requires the procurement of secure communications equipment, the upgrading of current technologies, as it relates to mapping capabilities and software, and the acquisition of the necessary training to conduct and prepare the necessary SAV's for use within the NCR.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    The Regional CIP Program would be governed through a multi-jurisdictional committee administered through the Council of Governments.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

    The Critical Infrastructure Program would be in cooperation with various agencies within the city and throughout the NCR. This will ensure that the program supports the respective local response plans, the National Response Plan (NRP) as well as Regional Plans, which will be necessary to secure the unique infrastructure of the National Capitol Region. This program will be in direct support of the National Infrastructure Protection Program (NIPP).

INITIATIVE PLAN

MANAGING METRO EMERGENCIES I (AWARENESS LEVEL)

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    The Managing Metro Emergencies Training Course (Awareness Level) was developed after a series of major Metro service disruptions including tunnel fires, a train collision and persons struck by a train. This incident, coupled with the looming threat of terrorism, requires NCR first

responders to be better trained in effectively managing Metro-specific emergencies.   The subject matter consists of:

- Metro's Importance to the NCR
- Nature of Metro Emergencies
- Future Threats to the System
- Emergency Management Concepts
- Weapons of Mass Destruction
- Emergency Traffic Control

This training course addresses the NCR's program and capability needs of Critical Infrastructure, Intelligence/Information Sharing Dissemination, and WMD/Hazardous Materials Response and Decontamination.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The Managing Metro Emergencies Training Course (Awareness Level) is designed for all National Capital Area first responders who are expected to take action on the scene of a major Metro service disruption.   Included are: Federal agencies, State and local law enforcement, firefighters, Metro operations personnel and Department of Transportation personnel. To date, 1,500 first responders representing 45 agencies have taken this course. The 2006 UASI Grant proposal will allow another 600 first responders to receive this important training.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The Managing Metro Emergencies Training Course (Awareness Level) was created in 2005 under the UASI Grant, therefore, there are no development costs associated with this proposal. The resources associated with this proposal are:

- 600 Training Manuals
- 600 Quick Reference Guides
- One instructor to teach 30 classes

The total costs associated with this proposal are approximately $124,500. The resources may be attained through either a competitive bid or sole source process using outside professional and technical contractors.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Polly Hanson, Chief of the Metro Transit Police, appoints the program manager who oversees the grant process, contract award, payments, equipment, scheduling, marketing, registration process, materials, evaluations, and certificates. Monthly reports are filed with DC Office of Homeland Security Program Manger, Mark Yader.

Stakeholders participate in seven group problem solving exercises throughout the course and share their viewpoints and finding with the entire class.   Class discussions are encouraged and

individuals have an opportunity to share experiences and state their position on particular topics. Upon completion of the course, participants complete a two page (20 question) written evaluation, which is reviewed by the instructor, contractor and program manager. If necessary, adjustments are then made to the program.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

The Managing Metro Emergencies Training Course (Awareness Level) supports NCR Strategic Goal #3 Mitigation and #4 Response and Recovery. It also supports the National Strategy for Homeland Security Priority #3 of Minimize the damage and recover from attacks that may occur. The intent is to also create a "cultural shift" among first responders through collaboration, information sharing, threat recognition, risk management and intervention.

This awareness-level course will provide 600 NCR first responders with the knowledge, skills and abilities to manage Metro emergencies by using the five tactical priorities of Mitigation, Evaluation, Transportation of the Evacuated, Recovery (at the initial level), and Overall Return to Service.

INITIATIVE PLAN

MANAGING METRO EMERGENCIES II (OPERATIONS LEVEL)

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The Managing Metro Emergencies II Training Course (Operations Level) was developed in response to the overwhelming success of the awareness level course that was presented before 1,500 of the NCR's first responders representing 45 agencies. From these 65 training sessions, several requests were made for continued Metro related training, particularly, scenario based training exercises that allow area first responders to practice the tactical priorities and procedures learned at the awareness level. The subject matter consists of:

- Metro's Operating Strategies
- System Evacuation Procedures (tunnels & elevated structures)
- Powered Rescue Trolley Demonstration
- Chemical Emergency Management Information System (CEMIS)
- NIMS Training Exercise (Multiple IED detonations)

This training course addresses the NCR's Program and Capability needs of Critical Infrastructure, Explosive Device Response Operations, Intelligence/Information Sharing Dissemination, and WMD/Hazardous Materials Response and Decontamination.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The Managing Metro Emergencies II Training Course (Operations Level) is designed for all National Capital Area first responders who are expected to take action on the scene of a major Metro service disruption.   Included are: Federal agencies, State and local law enforcement, firefighters, Metro operations personnel and Department of Transportation personnel. This is a new Initiative. The 2006 UASI Grant proposal will allow 600 first responders to receive this important training.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The resources associated with this proposal are:

- CEMIS laptop & software
- Powered rescue trolley
- Emergency tunnel evacuation cart
- 2 Warning strobe alarm devices
- 2 Instructors for 30 training classes

The total costs associated with this proposal are approximately $210,750. The resources may be attained through either a competitive bid or sole source process using outside professional and technical contractors.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Polly Hanson, Chief of the Metro Transit Police, appoints the program manager who oversees the grant process, contract award, payments, equipment, scheduling, marketing, registration process, materials, evaluations, and certificates. Monthly reports are filed with DC Office of Homeland Security Program Manger, Mark Yader.

Stakeholders participate in two scenario-based training exercises in which there are several improvised explosive device detonations. Participants are expected to apply the five tactical priorities of Mitigation, Evacuation, Transportation of Evacuated, Recovery (at initial level), and Overall System Recovery. Upon completion of the exercises, participants will be debriefed and will receive verbal feedback from instructors and classmates. Class discussions are encouraged and individuals have an opportunity to share experiences and state their position on particular topics. Upon completion of the course, participants complete a two page (20 question) written evaluation, which is reviewed by the instructor, contractor and program manager. If necessary, adjustments are then made to the program.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The Managing Metro Emergencies II Training Course (Operations Level) supports NCR Strategic Goal #3 Mitigation and #4 Response and Recovery. It also supports the National Strategy for Homeland Security Priority #3 of Minimize the damage and recover from attacks that may occur.

The intent is to also create a "cultural shift" among first responders through collaboration, information sharing, threat recognition, risk management and intervention.

This operations-level course focuses on reinforcing and applying the five tactical priorities of Mitigation, Evaluation, Transportation of the Evacuated, Recovery (at the initial level), and Overall Return to Service. 600 NCR first responders are expected to participate in this important training course.

Critical Resource Logistics and Distribution

INITIATIVE PLAN

CRITICAL TRANSPORTATION INFRASTRUCTURE PROTECTION

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   Establishment of an Emergency Drinking Water Production and Stockpile Capability in the National Capital Region:

   Through the establishment of an NCR water purification, bottling, and stockpile capability this Initiative directly meets the National Priority to strengthen Medical Surge response, as well as it addresses identified weaknesses in the Mass Care Capability, and meet the needs of NCR Goal 4: Response and Recovery. The bottled water production and stockpile provides the NCR with a special capacity to meet drinking water demands of first responders, hospitals, nursing homes, clinics and special needs areas during the first 72 hours of an incident or emergency.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This Initiative will build upon efforts by the regional Water Security Work Group to develop comprehensive responses to the highest regional water security and reliability needs identified through regional strategic planning sessions, discussions with emergency managers and individual water utility vulnerability assessments. The Water Security Work Group consists of water utilities, NCR local governments, as well as State, Federal and regional public agencies covering the entire NCR. This Initiative would expand involvement to emergency managers, health officers, as well as FEMA and the Corps of Engineers.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   Under Title IV of the Public Health Security and Bioterrorism Response Act of 2002 (PL 107-188), EPA is authorized to conduct research to prevent, detect, and respond to the intentional introduction of chemical, biological, or radiological contaminants into community water systems and source water for these systems. The water purification, production and stockpile capability for the NCR would support and augment regional response capabilities for interrupted or contaminated drinking water supplies resulting from intentional, accidental, or natural events. The bottled water production would primarily be coordinated through RESF #3's Water Security Work Group and its Project Management Team comprised of participating NCR water utilities, local and government emergency managers and health officials, as well as State, Federal and regional agencies who have interest in the NCR.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be governed by the Regional Water Security Work Group, RESF#3 (WATER), which consists of water utilities, local governments, State, Federal and regional public agencies covering the entire NCR.

5.   Program Management: Explain how this Initiative relates to the overall State Homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The bottled water capability will be fully integrated with the Water Supply Emergency Plan for the NCR. This plan has been formally incorporated as an annex to the Regional Emergency Coordination Plan (RECPSM) under Regional Emergency Support Function #3, Public Works and Engineering, and helps facilitate a coordinated response to events that affect the quality or quantity of water in the NCR. In the event of a contamination incident or event detected by the network, response protocols would be initiated that include the implementation and use of the Water Supply Emergency Plan. Consequently, it would also help ensure implementation of NIMS, coordination with the Federal Response Plan, and enhance development of regional response capabilities.

INITIATIVE PLAN

MASS CASUALTY SUPPORT UNIT RESTOCKING PLAN

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Mass Casualty Support Unit Restocking Plan (MCSU). The NCR has received grant funding to procure several MCSUs in various jurisdictions to each treat 50 -100 patients of a mass casualty event. The two airports in the NCR already have Type III MCSUs; these are Reagan National and Dulles International airports.   No plans have been developed for restocking these units immediately after depletion. Restocking of a MCSU would take several weeks to months before the unit was available for redeployment. Most jurisdictions do not have the budgeted funds to restock the units in a timely manner. The recent London subway bombings demonstrated that terrorist activities are often repeated in short time intervals. Last year's hurricane season in Florida showed that natural disasters also repeat in short time intervals. If the MCSU was utilized in the first incident and not restocked immediately they would not be available for subsequent incidents. This Initiative would ensure that MCSUs could be restocked immediately after being used in a mass casualty incident. The Initiative addresses the following capabilities identified in the Target Capabilities List:

- Critical Infrastructure Protection
- Critical Resource Logistics and Distribution
- WMD/Hazmat and Decontamination
- Medical Surge
- Mass Care (Sheltering, Feeding and Related Services)

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The NCR was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71). The Act defined the NCR as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudon, and Prince William Counties of Virginia; and all cities now or here after existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. Today, the NCR includes the District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia. This Initiative encompasses the entire NCR.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

At the present time no restocking plan for the MCSUs exist. If the jurisdictions had to restock the MCSUs after an incident, it would take a considerable amount of time to procure the supplies. During this time the MCSUs would not be available for deployment. By having a container with EMS supplies available in the jurisdiction where the MCSU is located, the turn around time to restock the MCSU would be minimal. Purchase of containers and a standardized list of EMS supplies at the same time for all the jurisdictions that have a MCSU will ensure interoperablity and lower pricing.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be overseen by its primary stakeholders ESF #4 (COG Fire Chiefs Committee) with collaboration of the COG EMS Subcommittee. The stakeholders will work through the existing COG/NCR guidance and oversight process and the existing NCR ESF structure under the State Administrative Agent. The stakeholders agree that a restocking plan for the MCSUs is needed and their support ensures that all the units will be standardized and able to respond throughout the NCR.   Additionally, they have committed to placing the container with the restocking supplies in the jurisdiction where the MCSU is located.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative supports and incorporates the Overarching National Priorities by using strong regional collaboration amongst the NCR political jurisdictions; supports and incorporates the implementation of NIMS and the NRP through the ability to treat/triage/transport 500 patients per million population by using standardized interoperable equipment. It assists in the preparation for the identified Target Capabilities.

The Initiative addresses the NCR's Goal #4 Response and Recovery Objective 3: Resource Sharing of standardized equipment to allow for interoperability, by utilizing the COG Standardized Inventory for MCSU.

The MCSU Restocking plan will help to ensure that the NCR will be able to respond to multiple mass casualty incidents.   Whether   from   natural   disasters,   WMD/Biological,   or   Mass

Care/Sheltering incidents, the Initiative will ensure that the NCR can provide a regional approach to responding to incidents by having a standardized plan for restocking MCSUs.

3-5 Year Plan:
- Continue to make enhancements and upgrades to program to take advantage of changes in standards and technology.
- Ongoing coordination with other jurisdictions to maintain interoperability and share resources during large scale incidents.
- Maintain a state of readiness and sustain program through a regional collaborative approach.

INITIATIVE PLAN

CRITICAL RESOURCE LOGISTICS & DISTRIBUTION

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   The purpose of this Initiative is to provide warehouse space to house critical logistical supplies to be used during disasters and to provide a cache of those supplies to be used by the NCR jurisdictions until more supplies can be moved into the area during a disaster. This Initiative will provide leased warehouse space, a cache of disaster supplies, staffing and the infrastructure to build a sufficient logistical capability in the NCR.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This Initiative encompasses the entire NCR, by providing three warehouses one in NOVA, one in DC and one in MD. These three warehouses will be used to house critical logistical supplies for the entire NCR.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   Currently the NCR has several logistical caches of equipment the Red Cross warehouse in Lorton, the PEP warehouse in Fairfax and most of the fire department have a warehouse that is used for storage of PPE and other equipment. These three warehouses will be used to help all of the first responder communities with extra space that can be used for excess disaster equipment storage.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

   This Initiative will be governed by the emergency managers who will report to the Senior Policy Group and the Chief Administrative Officers Committee

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative helps get critical supplies into the area faster by having a cache of needed supplies readily available in the NCR. This will help minimize the impact of citizens who otherwise would have to wait for supplies to reach critical areas.

INITIATIVE PLAN

NATIONAL CAPITAL REGION CRITICAL RESOURCE AND LOGISTICS CORE CAPABILITY IMPROVEMENT

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The NCR program and capability evaluation identified shortfalls in the critical resource and logistics of the NCR. The emergency managers in the national capital region have identified that the Emergency Support Function (ESF) #7 capabilities must be enhanced in order to have a real-time assessment of the resources available in the region. There is currently no system that is capable of providing reliable data on the critical resources in a particular jurisdiction, much less between jurisdictions. This system will provide that information because it will become part of the core business processes of the response organizations.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The NCR will create a regional critical resource and logistics core capability improvement program. This program will involve the regional emergency support function working groups and will be used to evaluate any current gaps in the capabilities of ESF #7.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

To successfully implement the program, the NCR will have to develop an automated inventory or resource management system and identify the core capabilities of ESF #7. The NCR currently lacks such a system. In conducting this program and technical review and enhancement, the NCR will identify the current structures and processes that exist in the NCR and identify any new structures or processes that must be implemented in order to meet the core capabilities outlined in the target capabilities list. The NCR will look to other states and the private sector to identify the program and technical capabilities that must be achieved. In particular, the NCR will consult with firms such as Wal-Mart, Target, and FedEx to identify their best practices and leverage their interest in creating a robust, interoperable and expandable critical resource and logistics system. The NCR will leverage the private sectors interest in public safety and the creation of a secure homeland in the creation of this partnership.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The NCR will use the existing ESF structure in the Metropolitan Council of Governments to identify the requirements of an automated inventory or resource management system. The Urban Area governance structure and the SAA program management office will ensure the successful implementation of this Initiative.

5. Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative is closely tied to the State homeland security program and the Overarching National Priorities. The State homeland security program requires that the critical resource and logistics program in the region be resilient so that the prevention, response and recovery assets can operate at an efficient level. Without robust situational awareness, the regional first responder agencies and decision makers will not be able to request and direct resources in an efficient manner. The National Priority, Expand Regional Collaboration, is addressed with this plan. Currently, the regional collaboration does not adequately focus on critical resources and logistics. A series of strong relationships must be developed with this collaboration so that our decision makers understand what resources are available within their jurisdictions and what resources are available across jurisdictional lines. With the development of a resilient critical infrastructure program, the public-private sector collaboration will be enhanced and the regional collaboration will have greater depth. Cataloging the critical resources both intra- and inter-governmentally will be the first step in addressing any shortfalls in the critical resources and logistics capabilities in the NCR. Through a public-private development, selecting a common critical resources and logistics management tool and improving the overall capabilities of ESF #7, the critical resources and logistics regional capabilities will be improved.

INITIATIVE PLAN

SPACE AND STORAGE/NCR INVENTORY MANAGEMENT SYSTEM

1. Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Space and storage/NCR inventory management system. At Review Session 2, the need for storage space and management of public health and healthcare stockpile throughout the NCR was stated.

2. Regional Construct: Briefly describe the geographical context of this Initiative.

The geographical context of this Initiative is the NCR, i.e., Alexandria, Arlington County, Fairfax County, Loudoun County, Prince William County, District of Columbia, Montgomery County and Price George's County.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

In order for health departments and healthcare facilities in the NCR to fulfill their Homeland Security obligations, these organizations have been steadily increasing their inventory of vital supplies and equipment. Almost all organizations, however, now find it impossible to continue to build this essential inventory because they simply have no place to store it. As a result, a potential strength (needed supplies on hand) is on the verge of becoming a weakness (an inability to continue to acquire what is needed). Most local governmental jurisdictions also report that they have no space available to support many of their storage needs for fire, police, and EMS – let alone space for health department or healthcare needs.

Some jurisdictions currently have some storage space; other jurisdictions have been strained to store UASI Health PPE and face extreme hardship in storing additional items. Storage space dedicated to stockpile that is sufficient to store current and future items needs to be identified in each jurisdiction. Funding is necessary to support use of existing space and for effecting leases for space not currently owned/leased by jurisdictions.

A number of options are potentially available. For example, some health departments are using purchased or leased trailers, and more can be acquired. These range in price from about $3,000 to approximately $7,000 for 360 cubic feet. Another option is rented storage space, typically costing from $75 to $150 per month for 640+ cubic feet. Also, working in conjunction with local emergency management, it is potentially possible to acquire much larger spaces (typically by leasing) that would support the needs of health departments and other emergency response agencies in a jurisdiction.

Personnel resources within each governmental system and healthcare organization need to be funded to manage the stockpile, either through funding to augment existing position and/or entering into a contract with a vendor to manage the stockpiles.

Recognizing that stockpiles are a common resource to the NCR, an inventory management system accessible by all the NRC health departments and healthcare organizations would need to be put in place that would permit inventory tracking, deployment and re-stocking.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

A subgrantee would implement the tasks on the stated timeline to implement the grant. A subcommittee appointed by the Health and Medical Work Group would exercise oversight and provide guidance to the sub-grantee.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

Rapid response on the part of a health department and healthcare organizations requires that essential supplies and equipment be on hand. This request would support that requirement. This Initiative relates to Overarching National Priority of regionalism in that stockpiles are regional

assets that would managed through a regional inventory management system, with assets in any jurisdiction available for deployment to any other NCR jurisdiction when an incident occurs.

INITIATIVE PLAN

LAW ENFORCEMENT PERSONAL PROTECTIVE EQUIPMENT CACHE

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    Law Enforcement Personal Protective Equipment Cache will greatly enhance the response and sustainability of all agencies within the NCR. Caching of PPE will safeguard the region against the possibilities of equipment shortfalls and malfunctions due to poor storage and handling by individual agencies.

    A PPE cache will afford NCR agency heads the ability to access, in times of emergency, equipment which is operational ready for deployment, is compliant to all OSHA regulations and is aligned with the current WMD training being conducted throughout the NCR.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    The NCR incorporates nearly forty-four thousand sworn police officers from jurisdictions which administratively fall under the purview of the Council of Governments. As submitted, the PPE cache is designed to equip and sustain a deployment of ¼ of that workforce in a PPE environment.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    Through the four years of UASI procurement and evaluations, the intimate needs of the NCR, relating to PPE equipment, is well known. To its credit and the UASI process, all jurisdictions in the NCR have equipped their law enforcement first responders with PPE. The equipment procurement has been associated with necessary training to align the NCR PPE procurement with the standards and Federal requirements for using such equipment. Additionally, all NCR Law Enforcement agencies have incorporated "fit testing" to ensure equipment fits and functional. This testing, not a widely incorporated practice by Law Enforcement Agencies, is a reflection of the NCR's commitment to our readiness capabilities in the event of a WMD attack.

    However, the caching of PPE is the next necessary step to solidify the readiness of the NCR towards our PPE capabilities. Caching of equipment, a practice employed by all military branches and all Federal disaster reactionary teams, will enhance the NCR's capabilities by having clean, operational and regulatory approved equipment available.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The caching of the PPE will need the oversight of an educated warehouse facility staff. Included in the PPE cache is individual items which inherently expire over time. Warehouse staff will need to be aware of this expiration cycle and make appropriate notification to the NCR for replacement action.

Although law enforcement agencies in the NCR do not routinely maintain a warehouse, larger fire departments in the region do have warehouses with experienced staff. Our association with this resource would be a natural liaison for this proposal.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The caching of PPE will align the NCR with Interim National Preparedness Goal by achieving a methodology that will protect all first responders by developing an NCR specific PPE cache.

This cache will allow first responders to act safely and decisively increasing opportunities to save lives, protect property and achieve basic service needs. The NCR cache will also function as a known resource to all agencies included in the NCR which, by its mere existence, would heighten the level of preparedness of every NCR agency and add a level of administrative indemnity.

INITIATIVE PLAN

WAREHOUSING FOR A REGIONAL CACHE OF EQUIPMENT

1.   Provide the Name of this Initiative.   Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

This Initiative seeks to provide warehousing and maintenance for regional caches of first responder equipment to strengthen the CBRNE detection, response and decontamination capabilities of the NCR.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The concept of this Initiative is to identify and acquire two strategically placed warehouse facilities within the NCR. These facilities will serve the NCR, which encompasses the District of Columbia, Montgomery and Prince George's Counties in the state of Maryland, the cities of Alexandria and Falls Church, and the counties of Arlington, Fairfax, Loudon and Prince William in the Commonwealth of Virginia.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Currently that NCR radio cache is/will be warehoused at locations in Fairfax County, Virginia, Montgomery County, Maryland and the District of Columbia. The processes that were developed can be studied for applicability to this Initiative.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

Determinations on facility size, location and management will have to be made by the NCR Senior Planning Group (SPG) and stakeholders in all participating R-ESFs.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative will expand regional collaboration and strengthen CBRNE detection, response, and decontamination capabilities by warehousing a regional cache of first responder equipment in strategically located facilities.

INITIATIVE PLAN

MARYLAND EMERGENCY GEOGRAPHIC INFORMATION NETWORK (MEGIN) REGIONAL DEPLOYMENT

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Maryland Emergency Geographic Information Network (MEGIN) Regional Deployment
This Initiative will advance information sharing for emergency management throughout the National Capitol Region (NCR). The Maryland Emergency Geographic Network (MEGIN) is a system that provides access, coordination and security for statewide geospatial data in Maryland to enhance emergency management. This system will help response to both natural and man-made disasters through improved information sharing. This system can be extended to include the entire NCR.

MEGIN will enhance homeland security by improving coordination of emergency management across jurisdictions, providing a common operating picture for decision makers, incident commanders and unified commanders, to enhance accurate, real-time decision making. MEGIN is secure data sharing.

MEGIN will improve response time for crises by providing the right information to the right responder at the right time. Responders will be better prepared to address the event. Responders will know what resources are available.

By accomplishing the above we will address the following Capability weaknesses:

- Interoperable Communication-People-Data transmission side of interoperable communications.
- Interoperable Communications-Training- Enhance training for data communications
- Interoperable Communications-Plans/Policies/Procedures-Managing secure communications/sharing classified information across multiple jurisdictions and levels of government.
- Critical Resource Logistics-Procedures-Need to maintain resource databases that are established.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The region of focus will include Northern Virginia, Washington, D.C, and Maryland.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

MEGIN shares information and access to publicly maintained databases. MEGIN works in conjunction with the Emergency Management Mapping Application (EMMA). EMMA is a "middleware" that can access various publicly maintained databases, regardless of their operating system or language, and pull that information into a layered picture. EMMA can bring in ADC maps, satellite imagery, such infrastructure information as location of hospitals, schools, police stations, fire/EMS, etc. MEGIN allows the secure sharing of this information to emergency responders.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This project will be coordinated through Towson University's Center for Geographic Information Services with all regional Emergency Management Agencies (Maryland, Washington D.C., Virginia). The involvement of local and municipal government will be necessary to determine the databases that will be available and to whom based on specific situations.

5.   Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.

This program is in alignment with National Capitol Region Strategic Goal 3: Prevention and Mitigation, Objective 2, "Information Sharing," and Goal 4: Response and Recovery, Objective 3 "Resource Sharing." It meets the overarching national preparedness goals of critical infrastructure protection (secure access to databases) and multi-regional collaboration.

Explosive Device Response Operations

INITIATIVE PLAN

DEBRIS REMOVAL CRANE-BODIED GRAPPLE TRUCKS

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   Responds to National Capability priority "Explosive Device Response Operations." Addresses weaknesses identified in the analysis session "Do not have appropriate equipment in place (cranes/grapple trucks)"

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   Applies to local, state, and federal partners in the NCR. Trucks would be used by numerous local governments.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   Local governments have 11 of these trucks in the NCR with staff trained to use them. In past disasters, it was found that this number was very inadequate and that contractors could not provide trucks in sufficient numbers. Purchase of nine additional trucks is recommended.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

   This Initiative will be governed by the R-ESF #3 Debris, represented by the COG Solid Waste Managers Group, in the NCR structure.

5. **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

   The Initiative relates to the Recovery and Response goal in the NCR Strategic Plan by allowing local governments to rapidly respond to debris clearance needs.

INITIATIVE PLAN

<u>NATIONAL CAPITAL REGION BOMB SQUAD (METROTECH) EQUIPMENT AND REGIONAL CACHES</u>

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    <u>**National Capital Region Bomb Squad (Metrotech) Equipment and Regional Caches.**</u>
    Target Capabilities (TCs)/Priorities Addressed: Equipment and training sought for the NCR bomb squads in this Initiative addresses weaknesses identified in the NCR capability review, targeted outcomes and will strengthen 8 of the 14 target capabilities. Equipment and training beginning in FY 07, will directly address weaknesses in the following target capabilities, Explosive Device Response Operations, CBRNE Detection; WMD/Hazardous Material Response; Interoperable Communications; Law Enforcement Investigation and Operations and Intelligence/Information Sharing and Dissemination, Critical Infrastructure Protection and Critical Resource Logistics and Distribution.

    The NCR bomb squads began this Initiative by performing a needs survey and gap analysis of their explosive device response (EDR) operations capabilities covering the NCR. The analysis, validated by the NCR capability review's results, identified immediate equipment deficiencies, especially with respect to countering the large vehicle bomb (LVBIED) threat and operating in a CBRNE environment, as the immediate priority. Follow-on years of the Initiative will address needs including: standardized response vehicles; additional CBRNE detection/diagnostic equipment; EDR protective gear; and training and explosive storage/ranges. The NCR bomb squads consider this a multi-year Initiative which will strengthen the NCR's ability to conduct explosive device response operations and all the target capabilities listed above.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    This Initiative will affect and benefit the entire NCR. The State and local bomb squads responsible for explosive device operations and covering the NCR will receive equipment and training that will address identified weaknesses and target capability outcomes. This Initiative includes squads from Montgomery and Prince George's Counties, the District of Columbia and Arlington (covers Alexandria, VA), Fairfax and Loudoun Counties and Virginia State Police, District 7 (covers Prince William County and Dulles Airport) in Virginia and the Metro Transit Police bomb squad (the WMATA system). In addition, the squads will utilize the regional caches in the project to support EDR operations in the entire NCR The caches will do this by providing replacement and surge capacity for equipment tasked to support bomb squad operations. Currently, there is no resource or surge capability in the NCR available to the squads within required response times.

    The bomb squads cover explosive device response operations for virtually the entire NCR. All affected state and local squads participated in the needs survey/gap analysis. The formulation of a list of priorities and the drafting of an equipment standard for NCR bomb squads are articulated in the FY 06 concept paper. The requested equipment and training will be standardized and

interoperable with equipment currently in use with the NCR bomb squads. This, combined with the mutual aid practiced daily by all bomb squads in the NCR, strengthens the NCR as a whole and addresses DHS priority capabilities.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Resources: Currently, the NCR bomb squads have identified staff and facilities suitable for obtaining and maintaining the equipment that will be requested under this Initiative. For FY 06, this Initiative seeks to obtain equipment considered mission critical by the NCR bomb squads for explosive device response operations in the NCR. The Initiative is seeking eight million dollars in UASI funding to address these deficiencies and weaknesses and meet the minimum equipment standards for equipment set by/for the NCR squads. For FY 07, additional equipment will include standardized bomb response vehicles, additional bomb suits, digital x-rays, CBRNE detection and diagnostic equipment, communications, explosives storage and advanced technical training. Future requests (FY 08-10), will enhance the interoperability and capabilities of the bomb squads by providing additional equipment to equip the squads to the standards established by Metrotech. FY 07-10 UASI funding requests will also include maintenance costs required to sustain the capabilities estimated at $17,000 per year for the 8 squads and the 2 regional caches.

Processes: This is the first year of this Initiative and the first NCR UASI grant request specifically targeting bomb squad's capabilities. Currently, the NCR bomb squads maintain a high level of mutual aid, interoperability, communication and information sharing through the NCR bomb squad working group, Metrotech. Metrotech meets on at least a monthly basis and area squads regularly train together. Bomb squad issues have been placed within the COG subcommittee, under the COG Fire Chiefs Committee, structure to better enable NCR and cross discipline coordination. All civilian NCR bomb technicians attend the same basic training at the Hazardous Devices School. Therefore, the working group and framework for carrying out the objectives of this Initiative is in place.

For FY 06, Metrotech has identified regional information sharing and the development of standard operating procedures for the regional equipment caches, if funded through UASI as a planning priority. For FY 07-10, this Initiative will focus on further development of equipment standards for the NCR bomb squads, explosive storage capacity and ranges, NCR exercises targeting regional interoperability, and advanced technical and NIMS training. Additional steps will strengthen regional capabilities by ensuring that NCR bomb squad regional protocols are developed and in synch with COG mutual aid agreements and operational plans.

Tools: The NCR bomb squads have already identified secure and available facilities for the equipment the Initiative seeks to acquire via UASI. The equipment that does not go directly to the affected NCR bomb squads will be cached and located in space already identified. In FY 06, the required training for new equipment is included in the equipment cost. However, the NCR bomb squads will benefit from one or more regional exercises starting in FY 07 and continuing through the 5 year time period aimed at a multiagency, cross discipline explosive device response (especially focusing on LBVIED threats and render safe procedures). These are needed to develop and maintain the outcomes the Initiative seeks to achieve. Advanced training to adequately address emerging threats and technologies will be included in the FY 07-FY 10 grant requests.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The jurisdictions to which the affected bomb squads belong to are all members of COG/NCR and signatories to its mutual aid agreement(s). Within the COG and NCR umbrella, bomb squad/EOD issues fall under the COG Fire Chief's Committee, who will oversee this Initiative. State and Local bomb squads in the NCR fall under both police and fire departments (4 police, 3 fire and fire/police). All of these are participating in this Initiative and are members of Metrotech, along with the NCR Federal bomb squads. Metrotech will serve as a vehicle for the successful implementation of the Initiative, the establishment of the equipment standards and regional caches, and to identify emerging priorities.   Metrotech meets and trains on a monthly basis, more frequently as needed. The group provides representatives to COG Fire Chief's Committee and its subcommittees.   The affected bomb squads will work with the project manager and through representatives to the COG Fire Chief's committee(s) to ensure this Initiative is successfully implemented.

5. **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

The Initiative relates to the state homeland security program by addressing identified weaknesses and capabilities outcomes contained within three of the national priorities and eight target capabilities identified for the NCR. In particular, "explosive device response operations", of which bomb squad operations and equipment are the core, is one of the 8 priority capabilities and a subset of the National Priority "strengthening CBRNE detection, response…" articulated by DHS. The Initiative will enhance the equipment, training and interoperability capabilities of the State/local bomb squads responsible for the NCR.

The NCR bomb squad Initiative incorporates the Overarching National Priorities: (1) Expanded regional collaboration by building the capabilities of the NCR bomb squads to handle multiple simultaneous CNBRNE (incl. LVBIED and mass transit) incidents that cross jurisdictional boundaries and affect the NCR as a whole. The use of Metrotech as a vehicle for information exchange, regional training and the establishment of a regional cache of bomb squad equipment expands collaboration of all bomb squads and jurisdictions in the NCR; (2) The Initiative incorporates the goal of implementing the interim NIPP by enhancing the ability of the NCR bomb squads to respond to threats against critical infrastructure targets, prevent or mitigate the damage to those sites, including the Metro system, in the NCR. The equipment sought in the Initiative will greatly enhance the NCR bomb squads' ability to keep critical infrastructure open and/or restore that infrastructure as quickly as possible in the event of an attack; (3) The Initiative addresses the goal of implementing NIMS and the NRP through the effort of the NCR bomb squads to incorporate NIMS training into the Initiative goals and operate across jurisdictional/disciplinary boundaries consistent with the NRP and NIMS principles.

Intelligence/Information Sharing and Dissemination

INITIATIVE PLAN

DASH BUS SECURITY CAMERA SYSTEM

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   TRANSIT SYSTEM SECURITY -- PREVENT MISSION AREA TARGET CAPABILITIES

   This project will address capabilities in the following areas, both of which transit and bus were identified as having a direct role in these capabilities:

   Intelligence / Information Sharing and Dissemination

   This project will provide systems that will help gather data on potential terrorist activity and hazards and share this information with law enforcement. Several types of equipment related to information sharing were identified as key capability elements at a target capability workshop of NCR stakeholders. This project would help add to the capability of the identified needs and requirements.

   CBRNE Detection

   This project will monitor a mass transit facility as well as vehicles for suspicious activity as well as deter possible terrorist activity on transit vehicles. Detection and monitoring equipment was one of several items identified as a key capability element at a target capability workshop of NCR stakeholders. This project would help add to the level of capability in this area.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   The Alexandria Transit Company is one of several smaller transit agencies which make up the regional transit service provided in the NCR. In order to adequately protect the entire transit system infrastructure and resources in the NCR, local transit systems must have comparable capabilities to those of the larger regional agencies serving the same area.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   An Automatic Vehicle Location system will be leveraged as part of this project to provide data sharing between the transit system and law enforcement. Also existing relationships between the local transit agency and local law enforcement will be used to provide the flow of data and information between the agencies. Existing agreements between Alexandria and other law enforcement agencies will be used to share information on a regional level.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

No high-level governance structure will be required for successful implementation of this project.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This project will help to provide information to other regional agencies about possible threats to this specific local component to the overall regional transit network in the NCR thus helping to meet the overarching national priority to expand regional collaboration. Additionally this project would also add to the goals of the third overarching national priority which is to implement Interim NIPP, which identifies the element to reduce the general threat environment.

INITIATIVE PLAN

NCRWARN

1.   **Provide the Name of this Initiative.**   **Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The planning Initiative will provide tools to assist the local governments in creating and coordinating water security plans within the National Capital Region. This Initiative will address the following priorities not necessarily in order:

1.   Mass Care/Sheltering planning–region's water suppliers and distributors could inventory and arrange sharing of resources, including potable water, pumps evacuators, chlorinators, generators, and trained personnel, via the web portal.

2.   Regional Coordination Planning.

3.   Regional Response Planning–the web portal will provide a single secure location for sharing emergency contact information, mutual assistance resources, and lessons learned.

4.   Continuity of Operations Planning–potable water distribution is one component of the ongoing UASI-funded regional water supply emergency operations plans.

5.   Recovery planning.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The monitoring, modeling and mutual aid will provide funding for a web portal and mutual aid agreement that would be inclusive of the entire NCR region as defined by law.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

While the region's water suppliers and wastewater plants have done an inventory of their resources, they currently do not have a venue for knowing what regional resources are available, for posting their resources which could be shared, or for requesting and receiving aid from one another. The two tools provided by this Initiative, the web portal and the mutual aid agreement, would bolster the region's water security by facilitating information exchange and coordinating a regional response to a terrorist attack or natural disaster.

There are several models that RESF #3 WATER, supported by COG staff, can use for the web portal. RESF #3 will be able to glean from the expertise of the FLAWARN and CALWARN examples, which are already in use, and also plans to explore the feasibility of using of WebEOC, which would be compatible with other emergency operations planning in the NCR. In exploring web portal options, RESF #3 will coordinate directly with the NCR Interoperability Work Group.

In addition, FLAWARN and CALWARN provide very useful working models for the mutual aid agreement. Moreover, the NCR passed legislation in 2005 concerning mutual aid and the lawyer on COG staff has drafted a mutual aid agreement which has been reviewed by members of the Water Security Work Group (RESF #3 Water). The NCR region's utilities are interested in having an agreement, but are in need of additional planning and tools to formalize the agreement.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative will be governed by the already-existing regional Water Security Work Group (RESF #3 Water), which consists of water utilities, local governments, State, Federal and regional public agencies covering the entire National Capital Region.

5.   **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

The mutual aid network formed for this project will be fully integrated with the Water Supply Emergency Plan for the National Capital Region. This plan has been formally incorporated as an annex to the Regional Emergency Coordination Plan (RECPSM) under #3, Public Works and Engineering, and helps facilitate a coordinated response to events that affect the quality or quantity of water in the National Capital Region. Consequently, the proposed mutual aid network would also help ensure implementation of the National Incident Management System, coordination with the Federal Response Plan, and enhance development of regional capabilities.

INITIATIVE PLAN

NCR MEDICAL SURGE INITIATIVE – PATIENT TRACKING SYSTEM

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   During the assessment of capabilities it was noted that although there is strong collaboration between the jurisdictions in the area of planning for, prevention and mitigation of, responding to, and recovery from a catastrophic incident in the National Capital Region (NCR), much work needs to be completed in the standardization, collection and sharing of data and information. This proposal plans to specifically address the ability to identify, locate and track clients of the emergency response partners. These clients include patients, victims, evacuees, and families of those affected. Identification, locating and tracking will begin with this application from the time the client is first encountered until the services of the community are no longer required. Information from the system will be used to allocate resources and reunify the client with their families.

   This is a continuation of the previous project with the same name

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   The project will serve the NCR as defined in the DHS Urban Area Security Initiative. We will strive to be compatible with similar systems being developed in the neighboring jurisdictions. The system established will be non-proprietary, not incur ongoing cost and be equipment agnostic as to allow multi-regional interoperability.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   The first phase of this project, nearing completion, will initiate a pilot patient tracking application, link existing computer networks providing coverage and redundancy required to operate and maintain the system, and survey existing hardware and software applications already currently in use. The NCR Executive Interoperability Committee (NEIC) is also establishing a data hub and wireless access capabilities that have become integral to this project. Many of the MWCOG Committees are developing standard processes and forms to address their areas of responsibility serving their clients. Through the collaborative structure of the MWCOG and the coordination of the Health and Medical Technology Working Group the project managers will seek to learn from the pilot and establish specifications of an application and architecture that will be able to support all these functions.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

   The project will be managed by the Prince George's Health Department. They will receive guidance and direction from the Health and Medical Technology Working Group which reports to

the MWCOG Health Officials' Committee. The individual Health Officers are under the governance of the Chief Administrative Officers CAOs of their jurisdictions. The Health and Medical Advisory Committee (HMAC), appointed by the CAOs and the Senior Policy Group, is responsible for formal oversight of projects supporting health and medical response on behalf of the State Administrative Agent of the NCR.

The NEIC will review and approve all technical aspects of the application and architecture and direct efforts to establish governance agreements and procedures.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

All three states involved in the NCR have struggled to track clients affected by a catastrophic event. Through the assessment of their capabilities, all involved have realized a need to establish a system to support this process. All the committees and groups above include representatives from the three states involved. The members of the H&MTWG have been selected because of their involvement in attempting to address this specific deficiency. By incorporating these leaders we are ensuring that all the processes are at least compatible.

The application and hardware will be required to be compatible with the NIMS to ensure that should a federal response be required supporting responders will be able to "plug-in" to the NCR system to attain the information needed to coordinate the Federal Response. Components of this project enhance the data infrastructure and provide the redundancy required to insure the operation of this critical infrastructure.   Collaboration of all efforts is ensured through the governance structure described above.

INITIATIVE PLAN

24-HOUR REGIONAL STAFFING OF THE HOMELAND SECURITY OPERATIONS CENTER

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Under normal threat conditions the National Capital Region (NCR) representatives staff the Homeland Security Operations Center (HSOC) during normal business hours only. Having representation during these few hours, presents an information gap that will cause a response lag when an event occurs during hours when the HSOC is not staffed by local personnel. This was the case when simultaneous explosions occurred in London (Greenwich Mean Time) this past July and the incident was not reported to local law enforcement agencies until local staff assigned to the HSOC responded and took their assignments. Accordingly, it is proposed that NCR law enforcement representatives staff the HSOC 24 hours a day, seven days a week.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative is proposed to provide an equitable distribution of appropriately cleared representatives across the NCR. In addition, it is intended to expand the existing networked capabilities between Federal and State agencies.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

As stated above limited capabilities exist, as the HSOC is staffed by local law enforcement only during normal business hours. The approval and funding of this program will ensure timely and effective sharing of information by preventing the information/response lag and by ensuring that information relative to the safety of the public is disseminated to the proper authorities in real time. It is proposed that this staffing be realized through interagency agreements. This may entail the hiring of additional personnel with the proper qualifications.   Additionally, it is imperative that we pre-establish clearance requirements with HSOC officials.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The Regional HSOC Network Program would be governed through a multi-jurisdictional committee administered through the Council of Governments. The COG Police Chief Committee will establish a schedule to fill positions from identified qualified candidates from their respective agencies

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The HSOC Program would be created and managed in cooperation with various law enforcement agencies throughout the NCR. This program creates a conduit between Federal and State agencies throughout the NCR to maximize our ability to reduce vulnerabilities and respond to potential threats throughout the NCR.

INITIATIVE PLAN

INFORMATION SHARING/INTELLIGENCE ANALYSTS

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The NCR Chiefs and CAO's still have a critical need for useable, real time intelligence reporting. This Initiative will address that need.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The NCR: Montgomery County, Prince George's County, The District of Columbia, the City of Alexandria, Arlington and Fairfax Counties, and all the smaller jurisdictions within.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The NCRIC is already in operation, so the office space, phone lines, work stations and virtual networks are already in place. Grant funding will provide the class rooms, equipment and staff to conduct the training and produce the product. The money awarded in 2005 will pay for the remaining four analysts. The projected hiring date is February 1, 2006. This 2006 award will ensure it continues. It will take more than one year to be able to get the maximum value out of this program.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Four of the analysts will be housed at the NCRIC. They will be folded into the NCRIC; as such it will be governed in accordance with existing MOUs, SOPs and subject to oversight by the current Board of Governors. On-site supervision will be done by the center's Coordinator. Representatives will be solicited from stakeholders in the regions, they will meet to assist in the needs assessment and to identify ways to enhance information sharing and operational imperatives.

The remaining two are presently in place in the MCAC; they will continue to fall under the direction and control of that center. The 2006 funding award would be divided so that the two positions stayed there and the four remained in the NCRIC

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The NCRIC is currently supporting the various regional information centers. Its primary focus is on law enforcement. However, it incorporates partners from all sectors, pubic safety, OEM, public health, the national intelligence community, the DOD and the public. That makes it uniquely qualified, it actually exists, not just proposed, it's regional in scope, it has unprecedented access to information at all levels of government. It exceeds that of most Federal centers in that it has access to State and local law enforcement/civil data sets.

The NCRIC is already directly or indirectly in support of most of the identified capabilities and Overarching National Priorities. The analysts will change the way domestic LE produces finished products to the Chiefs and CAO's in the NCR.

Their work will crossover to most of the State and National Priorities. It will:
*   Improve how information is processed into finished intelligence for use by decision makers at all levels of government
*   Enhance the depth and scope of investigations
*   Develop practicable predictability products for use in prevention, planning and response
*   Develop information products/reports for consumption by the private sector and the public

- Provide reports that address the probability and response to CRBNE attacks and response
- Identify critical infrastructure concerns and protection strategies for use at the local level
- Assist in compiling reports on Medical Surges and in the planning for mass prophylaxis

Interoperable Communications

INITIATIVE PLAN

VIDEO SHARING DISTRIBUTION SYSTEM

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   This Initiative will integrate all of the CCTV videos from VDOT, MDOT, MCTMC, and DDOT into the RITIS platform which enables the sharing of video images amongst a large number of agencies and the public. Sharing video with each agency (including public safety agencies) is highly needed to help reduce the vulnerability of critical infrastructure by deterring terrorist attacks. It will also help in responding to natural disasters by aiding government officials in evacuation monitoring and in helping with the response to terrorist attacks. Furthermore, it will help in recovering from said attacks, disasters and emergencies by allowing individuals to view what is happening throughout the region.

   By undertaking this project, the national capital region is expanding region collaboration by enabling video information sharing and ensuring interoperable communications capabilities. With the integration of video images into the RITIS platform, all video feeds will be standardized and made available to all necessary parties (participating DOTs, police, fire and rescue, government agencies, and the public) through easy to use interfaces. This immediately addresses three of the major priority needs (C.1 , C.4, C.5) addressed in the FY 2006 Homeland Security Grant Program document. In addition to the resulting integrated system, another deliverable of this project is a document describing how other agencies can implement a video sharing distribution system. This will help other states throughout the country.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This project will integrate the CCTV camera systems of DDOT, MDOT, and VDOT which covers the complete National Capital Region (NCR) and the entire state of Maryland. Since the video sharing platform will be incorporated into the existing RITIS system, any other agency who wishes to have access to video and images from the region will be able to do so. This includes Federal agents, police, fire and rescue, government officials and the public. In addition to the final integration effort, there will be a document created that will spell out the steps necessary for other agencies to integrate their video systems. Therefore, this project will potentially effect a very large, multi-state geographic area that will ultimately be much larger than the national capital region.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

This Initiative is building off of the existing RITIS platform which was funded by a previous UASI grant. Therefore, much of the tools, resources, and governance structure are already in place to take control of this project and get it functioning in a short amount of time. 90% of the staff needed to start development are already on-hand. The necessary relationships among the various DOTs are also already in place and strong. Minimal additional staffing resources may be needed from consulting firms outside of the RITIS governance structure. If this is needed, the University of Maryland and the Maryland State Highway Administration have the appropriate contracting mechanisms needed to bring on additional help.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

Management and oversight of the project will be the responsibility of the Maryland State Highway Administration (MDSHA) with guidance from the existing University of Maryland Center for Advanced Transportation Technology Laboratory (CATT Lab) CapCom/RITIS governance structure. MDSHA will be responsible for implementation, status reporting, and final documentation and reporting to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee. MDSHA will assemble a team of supporting management representatives from each participating agency, technical consultants, and information technology specialists from DDOT, SHA, WMATA, and VDOT to support, oversee, and implement recommendations received from the CATT Lab. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

5.   **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

The Initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to expand regional collaboration and information sharing to improve public safety and enhance the ability of local jurisdictions to cooperatively detect and respond to terrorist attacks, major emergency, or disasters incidents by ensuring that critical real-time video data is shared effectively across multi-disciplinary and multi-jurisdictional boundaries. This Initiative directly supports the National Preparedness Goals of expanding regional collaboration to embrace partnerships and information sharing across multiple jurisdictions, regions, and States to effectively build capabilities cooperatively to reduce or mitigate terrorist threats.

INITIATIVE PLAN

PRINCE GEORGE'S COUNTY

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

This Initiative is "Interoperable Communications System - Prince George's County". The Department of Homeland Security (DHS) has identified the lack of interoperable wireless communication systems as an issue that continues to affect public safety agencies in communities across the country. Interoperable communications, the ability to provide an uninterrupted flow of critical real-time information among responding multi-disciplinary and multi-jurisdictional agencies at all levels of government before, during, and after an event, has been identified as a capability specific priority. The Metropolitan Washington Council of Governments (MWCOG) has further identified interoperable communications as one of the regions 14 priority capabilities. This includes supporting efforts to engineer, design, and construct critical communications networks, supporting equipment, and regionally redundant voice and data communications systems.

The proposal provides for the coordination of development and installation of an interoperable communications system between the Maryland State Highway Administration (SHA) and the Prince George's County Government. The project includes procuring, constructing, and installing all additional antennas, base stations, routers, portable radios, communications infrastructure and funding for design, engineering, and construction. The project would be a joint effort and would ensure that both SHA and Prince George's County acquire the ability to conduct essential interoperable voice and data communications with other responding agencies and departments.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The project would provide the SHA and Prince George's County Government with the ability to conduct interoperable communications across multi-disciplinary and multi-jurisdictional boundaries. The system would be a component of a larger statewide interoperable communications system across Maryland including the National Capital Region (NCR). It would provide the capability to perform interoperable communications across National Public Safety Planning Advisory Committee (NPSPAC) 800 MHz Call and Tactical radio channels. This would provide SHA and Prince George's County with the ability to directly communicate real-time voice and data with first responding law enforcement, fire and emergency, and public works personnel including direct communication links to established emergency operations centers. By coordinating these efforts regionally, SHA and Prince George's County can prevent duplication of effort and enhance interoperable communications throughout the NCR.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The Maryland State Highway Administration currently owns, maintains, or leases communications towers and equipment throughout the National Capital Region (NCR). This project will expand upon these resources to develop a regional interoperable communications system for Prince George's County. This joint effort will allow agencies to share costs, leverage existing and new technologies, and develop consistent, unified operating protocols and procedures. The project will also encourage the sharing and dissemination of lessons learned and best practices between agencies.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Management and oversight of the project will be the responsibility of the Maryland Department of Transportation (MDOT) State Highway Administration (SHA). SHA will be responsible for reporting the status and final recommendations of the project final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. SHA will assemble a team of supporting management representatives, systems engineers, and information technology specialists from SHA, MDOT, and Prince George's County, to support, oversee, and manage the project. The effort will be closely coordinated with other regional interoperable communications projects under design or development. Project meetings will be conducted to keep stakeholders informed of the progress of the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

5.   Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.

The Initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to ensure responding agencies have the capability to conduct real-time interoperable voice and data communications necessary to share critical information and support emergency operations. Communications interoperability underpins the ability of Federal, State, regional, and local entities to work together effectively to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, and other emergency events. By supporting these efforts, the Initiative serves to improve public safety and provides redundant communications systems and consistent shared systems architecture to provide interoperable voice and data emergency communications throughout the NCR.

INITIATIVE PLAN

MONTGOMERY COUNTY

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The name of this Initiative is "Interoperable Communications System - Montgomery County". The Department of Homeland Security (DHS) has identified the lack of interoperable wireless communication systems as an issue that continues to affect public safety agencies in communities across the country. Interoperable communications, the ability to provide an uninterrupted flow of critical real-time information among responding multi-disciplinary and multi-jurisdictional agencies at all levels of government before, during, and after an event, has been identified as a capability specific priority. The Metropolitan Washington Council of Governments (MWCOG) has further identified interoperable communications as one of the region's 14 priority capabilities. This includes supporting efforts to engineer, design, and construct critical communications networks, supporting equipment, and regionally redundant voice and data communications systems.

The proposal provides for the coordination of development and installation of an interoperable communications system between the Maryland State Highway Administration (SHA) and the Montgomery County Government. The project includes procuring, constructing, and installing all additional antennas, base stations, routers, portable radios, communications infrastructure and funding for design, engineering, and construction. The project would be a joint effort and would ensure that both SHA and Montgomery County acquire the ability to conduct essential interoperable voice and data communications with other responding agencies and departments.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The project would provide the SHA and Montgomery County government with the ability to conduct interoperable communications across multi-disciplinary and multi-jurisdictional boundaries. The system would be a component of a larger statewide interoperable communications system across Maryland including the NCR. It would provide the capability to perform interoperable communications across National Public Safety Planning Advisory Committee (NPSPAC) 800 MHz Call and Tactical radio channels. This would provide SHA and Montgomery County with the ability to directly communicate real-time voice and data with first responding law enforcement, fire and emergency, and public works personnel including direct communication links to established emergency operations centers. By coordinating these efforts regionally, SHA and Montgomery County can prevent duplication of effort and enhance interoperable communications throughout the NCR.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The Maryland State Highway Administration currently owns, maintains, or leases communications towers and equipment throughout the National Capital Region (NCR). This project will expand upon these resources to develop a regional interoperable communications system for Montgomery County. This joint effort will allow agencies to share costs, leverage existing and new technologies, and develop consistent, unified operating protocols and procedures. The project will also encourage the sharing and dissemination of lessons learned and best practices between agencies.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

Management and oversight of the project will be the responsibility of the Maryland Department of Transportation's (MDOT) State Highway Administration (SHA). SHA will be responsible for reporting the status and final recommendations of the project final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. SHA will assemble a team of supporting management representatives, systems engineers, and information technology specialists from SHA, MDOT, and Montgomery County to support, oversee, and manage the project. The effort will be closely coordinated with other regional interoperable communications projects under design or development. Project meetings will be conducted to keep stakeholders informed of the progress of the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

5. Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.

The Initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to ensure responding agencies have the capability to conduct real-time interoperable voice and data communications necessary to share critical information and support emergency operations. Communications interoperability underpins the ability of Federal, State, Regional, and Local entities to work together effectively to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, and other emergency events. By supporting these efforts, the Initiative serves to improve public safety and provides redundant communications systems and consistent shared systems architecture to provide interoperable voice and data emergency communications throughout the NCR.

INITIATIVE PLAN

NATIONAL CAPITAL REGION INTEROPERABILITY PROGRAM FOR DATA EXCHANGE (NCRIP)

1. Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

National Capital Region Interoperability Program for Data Exchange (NCRIP)

Comprehensive data exchange for all Emergency Support Functions (ESFs) within the NCR is a priority requirement and objective of the NCRIP. Through the development of a regional interconnected government fiber network (INETS), a regional government wireless broadband network (RWBN) and a regional data exchange hub (DEH), NCR interoperable communications weaknesses, regarding the exchange of critical incident management data, will be addressed and resolved in the NCR over the next five years. This program provides secure, non-commercial, restricted access to critical regional communications networks for both high speed fiber optics and wireless broadband mobile communications to ensure that the infrastructure for facilitating real time, anytime data communications within the NCR is achieved. The DEH will organize and make available ESF data and applications on demand to manage daily and emergency communications in the NCR.

A steady stream of data sharing operational functionality will be achieved within each successive year of the program providing access to the deliverables of the NCRIP beginning in calendar year 2006. These advancements will increase data interoperability for all ESFs within the region and allow the NCR to better plan for and respond to NCR emergencies and disaster events. Over the course of the next five years, the collective projects to support this Initiative will cost approximately $90 million. The secure, reliable and fully interoperable capabilities and value gained from this investment will be immeasurable and will enhance NCR interaction and incident response.

The outcomes from the three infrastructure projects will profoundly change the manner in which incidents and day-to-day interactions occur between the members of the National Capital Region. In an area that is at high risk for man-made threats, the increase in data exchanges will

significantly enhance the first responder's abilities to share data before, during and after incidents. The ability for real-time data exchanges, whether to/from the Emergency Operations Center (EOC) or on-scene in the field, will be possible not only on a textual basis, but also for pictures, video and GIS information. The ability to effectively deploy, manage and track resources (personnel as well as inventory) across the entire region will also be made possible. All of which significantly prepares the region to efficiently and effectively respond and manage regional disasters.

Specifically, this Initiative will address the need to design and deploy the infrastructure for the above named projects. Additionally, this Initiative has far sweeping impact on other essential interoperable projects in the NCR, including AFIS – (fingerprinting), WebEOC, Patient Tracking, EOC Videoconferencing, Roam Secure, Credentialing, Reverse 911, ESSENCE – Applied Physics Lab, and CapWin; as it will facilitate efficient access and regional data exchange for these and future interoperable Initiatives through the NCRIP infrastructure. Additionally, this Initiative will establish governance for the operation of the infrastructure, establish standard operating procedures, fill specific staffing needs to operate and manage the infrastructure, provide training for the staff, as well as the design, procurement and installation of equipment into the individual jurisdictions. All of this will be designed and installed to support day-to-day exchanges of data, as well as during incident management throughout the NCR.

The NCRIP Initiative was launched through 2004 and 2005 UASI grants and is achieving impressive progress in its primary objective to support critical information exchange within the NCR, via secure, reliable and non-contentious government owned and operated mobile and fixed communications networks. Important accomplishments to date include end user requirements gathering, site surveys, technology assessments and design documents. This success has been achieved through direct interactions and data gathering from first responders in the field, commanders, CIOs to the regional leaders for the National Capital Region. This is truly a comprehensive NCR program supported at all levels and will be available for use by all ESFs, in all of the NCR jurisdictions.

Specific accomplishments include the Data Exchange Hub project – which through working partnerships with DHS, DOJ and FEMA, has developed a standards-based Information Exchange Prototype (i.e., a Resource Typing Web Service Search for Emergency Resources in the NCR) that can serve as a model for the rest of the ESFs and the entire country on how to implement the NIEM/GJXDM standards (see standards listed on pg 24 of the DHS UASI grant application guidelines). A comprehensive set of requirements, site surveys and technology assessments for the INETS and the Wireless Broadband infrastructure have been gathered. The preliminary design for both projects has been created with careful evaluation of the available technologies to insure that the region is getting the best value for the money invested. Regional INET connectivity will be achieved in FY2006 and the wireless broadband network will also begin deployment in FY2006.

Reliable, effective data communication between the first responders, emergency responders and eventually all ESF and regional government structures will be enabled through this Initiative. The collective scope of the Interconnected Networks (INETs), the Regional Broadband Wireless Network (RWBN) and the Data Exchange Hub (DEH) will have a significant and lasting effect on the region and the nation, as a whole, for many years to come. Through the protection of the

nation's capitol, the enabling of the exchange of data wherever and whenever a first responder requires, simply put - meets the inherent purpose of Homeland Security.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The deployed infrastructure will connect and provide coverage to exchange data from fixed and field mobile locations for the entire National Capital Region which covers the geographic areas of the District of Columbia; Loudoun, Fairfax, Arlington, and Prince William Counties and Alexandria City in Virginia; as well as Montgomery and Prince George's counties in Maryland. The project covers more than 2,400 square miles and all population centers within this area.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Within the NCR, there is a number of highly skilled government technical staff that will be funded through the program and trained on new NCRIP systems and procedures, including web services to support XML database development, and many others, for daily utilization. Additionally, there is significant NCR infrastructure and equipment already in place, such as fiber, microwave dishes, radio towers, IT servers and others, within the counties and cities that will be integrated into this program to ensure optimal interoperability and program cost management. Existing infrastructure and equipment will be integrated, as appropriate, with additional equipment installed to create the final, overarching, comprehensive INETS, RWBN and DEH. Through already established committees and regional working groups, the assets and resources required to support the project will be identified and obtained. Meetings are held on a regular monthly basis to address individual entities' needs within the regional construct. Existing Memorandums of Understanding, Mutual Aid Agreements, as well as Standard Operating Procedures that exist in the counties and cities will be leveraged and brought to a regional level to support this Initiative.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The NCRIP governance structure will be comprehensive and address the operational and organizational requirements in achieving enhanced NCR data sharing. It will require the participation of all municipalities and governments exchanging data over the infrastructure. NCRIP governance is being addressed at both the Regional Programmatic Working Group for Interoperability (RPWGI) executive management level of the program and at the ESF #2 MetroCIO program management level to ensure that comprehensive governance is designed and articulated to regional SPG and CAO managers. NCRIP governance will address security and data needs, equipment ownership and maintenance, as well as management of outages and prioritization of data exchanges during incident management. Additionally, a detailed NCRIP organizational structure will be designed to support executive management, day-to-day operations and fiscal and budgetary requirements and activities. The overall governance structure and organization is essential to the success of the NCRIP and is a top priority of the program.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative, NCRIP, addresses all three national priorities, "Implement the National Incident Management System and National Response Plan, Expanded Regional Collaboration, Implement the interim National Infrastructure Protection Plan" as well as the priority target capability of "Interoperable Communications". Through the Data Exchange Hub (DEH) the first and third national priorities are addressed. Training has occurred with the region's IT staff to help facilitate the creation of services and data exchanges that comply with the priorities. Through the INETs and Regional Wireless Broadband projects, expanded regional collaboration and incident response and management will be enhanced through communications and data access and sharing capabilities. There will be a reliable, non-commercial means for the area's first responder's to communicate wherever and whenever.

INITIATIVE PLAN

FIRST/CRITICAL RESPONDER CREDENTIALING

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

National Capital Region First/Critical Responder Credentialing

The first responder credentialing program creates an integrated, horizontal platform for managing and verifying the identities of first responders, medical practitioners, family assistance recipients, volunteers, and any situation specific group defined by the member jurisdictions of the NCR.

Utilizing the FIPS 201 framework and PIV I lifecycle activities, the system uses standard data from each jurisdiction's system of record as well as its own identity management system to capture, distribute, and manage contextual identities.

Credentialing

The credentialing system makes uses of NIMS and FIPS standards, and data sharing agreements defined as part of the NCRIP Data Exchange Hub

Outputs will include: physical credentials such as smart cards, rfid cards or other rfid enabled devices (smart tags), photo cards, tokens, passwords, and others

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative encompasses the NCR.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Within the NCR, there is a number of highly skilled government technical staff that will be funded through the program and trained on new NCRIP systems and procedures, including web services to support XML database development, and many others, for daily utilization. Additionally, there is significant NCR infrastructure and equipment already in place, such as fiber, microwave dishes, radio towers, IT servers and others, within the counties and cities that will be integrated into this program to ensure optimal interoperability and program cost management. Existing infrastructure and equipment will be integrated, as appropriate, with additional equipment installed to create the final, overarching, comprehensive INETS, RWBN and DEH. Through already established committees and regional working groups, the assets and resources required to support the project will be identified and obtained. Meetings are held on a regular monthly basis to address individual entities' needs within the regional construct. Existing Memorandums of Understanding, Mutual Aid Agreements, as well as Standard Operating Procedures that exist in the counties and cities will be leveraged and brought to a regional level to support this Initiative.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The NCRIP governance structure will be comprehensive and address the operational and organizational requirements in achieving enhanced NCR data sharing. It will require the participation of all municipalities and governments exchanging data over the infrastructure. NCRIP governance is being addressed at both the Regional Programmatic Working Group for Interoperability (RPWGI) executive management level of the program and at the ESF #2 MetroCIO program management level to ensure that comprehensive governance is designed and articulated to regional SPG and CAO managers. NCRIP governance will address security and data needs, equipment ownership and maintenance, as well as management of outages and prioritization of data exchanges during incident management. Additionally, a detailed NCRIP organizational structure will be designed to support executive management, day-to-day operations and fiscal and budgetary requirements and activities. The overall governance structure and organization is essential to the success of the NCRIP and is a top priority of the program.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative, NCRIP, addresses all three National Priorities, "Implement the National Incident Management System and National Response Plan, Expanded Regional Collaboration, Implement the interim National Infrastructure Protection Plan" as well as the priority target capability of "Interoperable Communications". Through the Data Exchange Hub (DEH) the first and third national priorities are addressed. Training has occurred with the region's IT staff to help facilitate the creation of services and data exchanges that comply with the priorities. Through the INETs and Regional Wireless Broadband projects, expanded regional collaboration and incident response and management will be enhanced through communications and data access and sharing capabilities. There will be a reliable, non-commercial means for the area's first responder's to communicate wherever and whenever.

INITIATIVE PLAN

NCR BASE MAP: EXPANDED REGIONAL COOPERATION/STRENGTHEN INTEROPERABLE COMMUNICATIONS

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    National Capital Region Base Map – Regional GIS Base Map Development and Maintenance. Comprehensive data exchange for all Emergency Support Functions (ESFs) within the NCR is a priority requirement and objective of the NCRIP. The Data Exchange Hub is one of the initial projects to fulfill this objective, providing the standards and infrastructure for sharing local data regionally. One foundational component of the National Capital Region Interoperability Program for Data Exchange is the Regional Base Map (RBM) and related GIS data. This map will be served in real-time via the Data Exchange Hub (DEH) to the Emergency Support Functions whenever needed, whether for prevention, protection, response or recovery. Because the map will be generated on the fly from local, maintained data, it will provide the most accurate, up-to-date GIS information available. This Initiative will ensure the ability to deliver a consistent, accurate, and up-to-date Regional Base Map to the DEH.

    GIS Data is important to most of the Region's ESFs as shown by the results of the Application Gap Inventory Analysis. The GIS Maps help view, define and understand the situation. In many of the NCR members, GIS is already being used day-to-day in regular operations across the ESFs. Regional interaction will also require GIS maps and data to efficiently and effectively respond and manage regional disasters.

    Developing the local data necessary to provide the regional map requires careful analysis of needs, determining how best to meet them, and then implementing the solutions. Not only will need data to be evaluated, collected and standardized, Web services that deliver the data and the Web clients that will display (consume) data will need to be identified, standardized and constructed. In addition to the DEH, a key client will be WebEOC which has become a regional tool for emergency response. Finally, data needs to be protected since different sets of GIS data have differing security restrictions. GIS needs to be involved in the security design and implementation. This is a multi year effort in order to carry out the analysis, planning and implementation. Data in particular is the foundational component, yet takes the most time due since it must be structured then collected for over 3,200 sq. miles that comprise COG.

    In the first year, the focus is on establishing a validated set of data layers and data elements. An initial minimum essential data set has been determined but needs to be expanded to a more comprehensive set of data – an Essential Data (ED) set validated with HSIP tiger team data, Project Blue Book and other efforts that may be worthwhile. Aerial imagery must by evaluated and made available to the NCR as well. Once these data sets are established, work can begin on obtaining and completing them regionally.

    Also in the first year, links to WebEOC must be established. An initial set of web services must be defined and constructed to supply both WebEOC and the DEH.

Finally, load testing must be conducted and security concerns resolved before the data can be served in a production environment.

In the second year, data collection and maintenance will continue and increase in importance as the NCR Essential Data set grows. Additional data needs will be identified and added to the growing list of data elements to be obtained.

Web service development will continue in year two after the initial set of web services are deployed.

Year three will continue the data and web service work of year two. By the end of year three, the data should be in a maintenance mode and web services should be fairly stable.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The regional coverage will include that of the NCRIP - the entire National Capital Region which covers the geographic areas of the District of Columbia, Loudoun, Fairfax, Arlington, Prince William Counties and Alexandria City in Virginia, as well as Montgomery and Prince George's counties in Maryland. The project covers more than 2,400 square miles and all population centers within this area. Additional members from COG will also be involved.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

This Initiative is focused on the GIS data and services and will integrate tightly with the infrastructure for the DEH. The GIS committee is in place and meeting regularly along with its subcommittees. The GIS committee reports directly to the CIOs and will be responsible for this Initiative.   Experienced GIS staff is available at all of the larger and many of the smaller organizations to participate in the Initiative. There is also a wide range of GIS data available in each of the organizations that will help accelerate the Initiative. This Initiative will fund contractor support to standardize and complete the Regional Base Map and to work with the committee members to develop business processes to ensure regular maintenance of the Regional GIS Base Map and other GIS data. Additional MOUs may need to be developed to ensure acquisition and availability of the data.   They may also be used to purchase commercial data for the region.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The NCRIP governance structure will be comprehensive and address the operational and organizational requirements in achieving enhanced NCR data sharing. It will require the participation of all municipalities and governments exchanging data over the infrastructure. NCRIP governance being addressed at both the Regional Programmatic Working Group for Interoperability (RPWGI) executive management level of the program and at the ESF #2 MetroCIO program management level to ensure that comprehensive governance is designed and articulated to regional SPG and CAO managers. NCRIP governance will address security and data needs, and equipment ownership and maintenance, as well as management of outages and prioritization of data exchanges during incident management. Additionally, a detailed NCRIP

organizational structure will be designed to support executive management, day-to-day operations and fiscal and budgetary requirements and activities.

As part of planning and implementing the DEH, the COG CIOs established a GIS committee that was charged with providing regional and federal emergency managers the best geospatial data available irrespective of the data's jurisdiction of origin. The GIS Committee, comprised of the NCR GIS managers, established both data and technical subcommittees to help meet the Committee's mission. That committee is directly responsible for the success of this project.

The overall governance structure and organization is essential to the success of the NCRIP and is a top priority of the program.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative, NCRIP Regional Base Map Development and Maintenance, addresses four national priorities, "Implement the National Incident Management System and National Response Plan; Expanded Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable Communication Capabilities." Training has occurred with the region's IT staff and GIS staff to help facilitate the creation of services and data exchanges that comply with the priorities.

INITIATIVE PLAN

EMERGENCY VIDEO INFORMATION SHARING NETWORK – EVISN

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

This Initiative entitled Emergency Video Information Sharing Network or "EVISN." The TrafficLand internet based Web site is the NCR's sole source of integrated roadway traffic cameras from the regions four major Transportation Agencies in Virginia, Maryland, and the District of Columbia. The capabilities to deliver this real time video of roadway conditions, and providing active links to Federal, State and Local Agencies fits Strategic Goal #2 (Informed and Prepared Community) to help mitigate an all hazards type emergency. This Initiative meets two of the common target capabilities. First, it satisfies the priority capability of Interoperable Communications by which live video, with links to and from multiple agencies is distributed to all of the jurisdictions and citizens across the NCR. The second common target capability of Citizen Preparedness and Participation is also met by the ability to view the real time roadway conditions. Additionally, the two target response capabilities that are met, are the Emergency Public Information and Warning capability by the active links to the NCR Federal, State, and local government Web sites, and Citizen Protection: Evacuation or In Place protection capability by the ability to view the real time video images and access the active multi agency links providing additional and updating critical citizen information.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This Initiative covers the entire geographical area of the NCR with existing traffic roadway camera coverage. Currently, there are over 400 cameras in the network providing coverage through out the District of Columbia, Northern Virginia around Interstate 495 (Fairfax County), on South Interstate 95 (Prince William County to Dumfries), and West Interstate 66 to Manassas. These cameras also are in Maryland, around Interstate 495 (Prince George's and Montgomery County), East to the Chesapeake Bay Bridge on Route 50, and North through most of Montgomery County, Rockville and Gaithersburg.

There are over 100 additional cameras in those jurisdictions, including the City of Fairfax, and new cameras from the Alexandria City, Falls Church, and Town of Vienna are anticipated to be a part of the network within the next 12-18 months.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

- The TrafficLand public website has been operational since September 2001. The company has made a substantial investment in building the existing infrastructure of hardware, servers, encoders, telecommunications, and acquiring the agreements with the participating Transportation Agencies to obtain and distribute the video across the NCR. Events from the recent hurricane season have shown that if a regional all hazards emergency were to occur in the NCR, the volume of citizen traffic to the TrafficLand Web site would compromise the level of service to the citizens of the NCR. This was demonstrated when the Houston, Texas "Transtar" Web site crashed under heavy internet use during the Hurricane Rita evacuation.

- The TrafficLand network is the sole source for integrated traffic video in the NCR, serving approximately three million views per month. However, during an all hazards emergency, the network will need to be fortified by the addition of servers, video encoders, and telecommunications bandwidth to handle the anticipated increased volume of up to 720,000 unique users per hour.

- All existing agreements and operational protocols with the Transportation Agencies would remain in place. Additional agreements and software integration may be required with the Federal, State, and local governments to facilitate a seamless information link.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The core function of this Initiative is already in place with existing agreements between TrafficLand and the various NCR multi-jurisdictional and multidiscipline partners. In addition, there is a funding mechanism in place with the Commonwealth of Virginia.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

- TrafficLand has expanded regional collaboration in the NCR by forming partnerships with the major transportation agencies in Virginia, Maryland, and the District of Columbia. That partnership has resulted in an integrated network of traffic cameras, providing the citizens the ability to view the roadway infrastructure in one internet based video application.

- This public private partnership has also formed a strong regional collaboration between multi-jurisdictional State and local law enforcement and emergency management agencies. In addition, other multidiscipline partners, such as the major news media, including the Washington Post and WTOP, utilize this application to broadcast real time traffic roadway conditions. The largest mass transit organization in the NCR, WMATA, is also a partner in the collaboration.

Interoperable Communications, capacity specific priority, is described as the ability to provide an uninterrupted flow of critical information among responding multidisciplinary and multi-jurisdictional agencies at all levels of government before, during, and after an event as being a capability specific priority. Critical information is described as voice and data. The video data provided to the citizens, in addition to the links to the various jurisdictions' emergency management offices in this Initiative should be viewed as a necessary and positive step to strengthen the Interoperability Communications Capability in the NCR.

INITIATIVE PLAN

PRINCE GEORGE'S COUNTY INTEROPERABLE RADIO COMMUNICATIONS SYSTEM

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Name of Initiative: Prince George's County Interoperable Radio Communications System

Prince George's County's proximity to the Nation's Capitol and the need to support many critical federal agencies requires the ability of first responders to effectively communicate with each other and with the regional partners. While the current communications system of Prince George's county offers virtually no interoperability for regional partners or county first responders, new radio system specifications have been crafted with a focus on intra and inter county interoperability. To support the regional requirements for first responder interoperability, the county's proposed radio system is based upon a state-of-the-art digital trunked system employing the nationwide P-25 interoperability standard adopted by the U.S. Department of Homeland Security.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

Prince George's County, Maryland is located in the heart of the Baltimore/Washington corridor. The county boarders the District of Columbia and is just 37 miles south of the City of Baltimore. The county's population exceeds 820,000 with a daily work population over one million.

Covering an area of close to 500 square miles, the county is home to many businesses, as well as state and federal agencies. Some of the Federal agencies include NASA's Goddard Space Flight Center, Andrews Air Force Base, several Smithsonian support centers, the Census Bureau, the U.S. Department of Agriculture's Beltsville facility, a Federal Records Center, and a large Internal Revenue Service office complex. It is home to the University of Maryland, Bowie State University and the Washington Redskin's FedEx Field stadium, which holds a game-day population exceeding 100,000 fans. Additionally, a large portion of the region's Metro transit system, AMTRAK lines, the Capitol Beltway and Interstate 95 through Prince George's County.

The impact of an attack on a target located in the county could have impact upon the world, the nation, or the region, depending upon the event. A missile fired at a world leader's airplane landing or departing from Andrews Air Force base could result on a global. An attack on the NASA complex in Greenbelt could impact the nation's defense. A major disruption in rail service on the main north-south CSX/AMTRAK track and/or Interstate 95 running through the county could impact the economy of the region. With the plethora of vital Federal, State, and local infrastructure located in Prince George's County, the impact of terrorism would easily ripple throughout the region and, in all possibility, the country.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

In an attempt to support the regional communications capabilities, the county is going through a comprehensive series of steps designed to produce a contemporary state-of-the-art radio system that will support both the county as well as the region for many years into the future. There are a host of issues that impact the development of a modern land mobile radio system. Below is a partial list of major issues and strategies for resolution that the county has addressed/is addressing to ensure that the new system meets not only the needs of Prince George's County, but the Council of Governments regional requirements as well.

Issue: The most fundamental limitation of the county is a lack of radio frequencies in the 800 MHz band that is used throughout the region. Although the county is licensed for thirteen pairs of 800 MHz frequencies, virtually every channel faces serious technical limitations because of other users on the same frequency or on an adjacent channel to Prince George's County, rendering the channels useless.

Resolution: To remedy this limitation, Prince George's County is supporting Region 20's Technical Committee to develop the 700 MHz Plan required by the Federal Communications Commission (FCC). Through the county's communications' consultant, a draft plan for the region has been produced and transmitted to the Technical Committee for review. Once approved by the FCC, Prince George's County will employ frequencies in the 700 MHz band for its new radio system. All members of the region will have 700 MHz frequencies through this work.

Issue: There are emerging radio standards impacting land mobile radio throughout the United States. Almost all of the Washington Area jurisdictions use an older version of Motorola's software as the basis of the radio's operating system. For interoperability with these legacy systems, Motorola or Motorola-compatible radios must be utilized for communications. There are few Motorola-compatible radios sold (by anyone other than Motorola) and almost none of these

are designed for public safety use. Prince George's County cannot purchase the older Motorola technology used throughout the region as the company no longer offers it for sale.

Resolution: To permit regional interoperability with the county's communications system, Prince George's County is contemplating the acquisition of a modern "standards-based" P-25 land mobile radio system. This P-25 standard has been adopted by the Department of Homeland Security as the preferred standard for communications interoperability. In the coming years, it is likely that all first responder radios in the District of Columbia area, as well as United States, will contain P-25 software. Today, few of the radios used throughout the region can operate on this new standard. However, through software upgrades to many newer existing devices, Motorola mobile and portable radios used throughout the region should be able to interoperate with the Prince George's County communications infrastructure effectively filling the gap in regional radio coverage. The general cost of the software upgrade is approximately $300 per device.

Issue: There has been a lack of interoperability at the communications system network level for many years. As an example, Motorola networks could not receive M/A-COM radios necessitating the acquisition of all components from a single radio vendor.

Resolution: Prince George's County is contemplating a contemporary strategy relative to the acquisition of network components as well as mobile and portable radios. To ensure that the county's first responders can communicate with the surrounding jurisdictions using Motorola legacy systems, Motorola mobile and portable radios with P-25 software may be purchased from the existing State of Maryland contract. Conversely, the fixed network equipment of the county may be purchased through a competitive procurement permitting a variety of manufacturers to provide proposals based upon the P-25 standard. The county anticipates that the competitive procurement will permit it to acquire a state-of-the-art communications system at an optimal cost. No other jurisdiction within the NCR Area has been able to competitively procure a communications system as P-25 standard systems have only become available in (calendar year) 2005. Through software upgrades to most existing devices, Motorola mobile and portable radios used throughout the region should be able to interoperate with the Prince George's County communications infrastructure, effectively filling the gap in regional radio coverage.

To support the regional requirements for first responder interoperability, the county's proposed radio system is based upon a digital trunked system employing the nationwide P-25 interoperability standard adopted by the U.S. Department of Homeland Security. The implementation of this new radio system will resolve the county's lack of an interoperable first responder radio system and complete the regional communications network with an overall interoperable communications infrastructure.

Prince George's County anticipates that the competitive procurement process will allow the county to acquire a state-of-the-art communications system at an optimal cost. At present, the estimated cost for Prince George's County's radio system interoperability solution is $75,000,000. Financial assistance from the DHS is both appropriate and needed if the county is going to acquire a system that supports all of the first responders of the region in defending or reacting to threats against portions of vital national and regional infrastructure.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Prince George's County is committed to address and resolve the challenges of our radio system. Recent grant funding opportunities for Prince George's County have been dedicated to enhanced radio system resources to include hiring a radio system consultant. This consultant will evaluate all areas of the county's radio system needs, review and validate existing proposals, provide recommendations for radio system enhancements and resolution of interoperability issues, as well as providing a strategic path for the county's future radio system efforts.

The County Executive, the County Council, the Chief Administrative Officer and the Deputy Chief Administrative Officer for Public Safety/Director of Homeland Security are dedicated to the successful development and implementation of an interoperable radio communication system in Prince George's County. The dedication provided to these efforts is the highest priority of the Office of Homeland Security and the project management team in Public Safety Communications.

Prince George's County faces financial challenges. However, unlike all governments, the county requires a comprehensive and highly expensive new digital trunked land mobile radio communications system to meet the interoperability challenges faced by all of the jurisdictions in the COG. Many of the threat targets in Prince George's relate to our national government and require the expenditure of extraordinary dollars to meet the challenge. Financial assistance from the DHS is both appropriate and needed if the county is going to acquire a system that supports all of the first responders of the region in defending or reacting to threats against portions of vital national and regional infrastructure.

Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

Only through a regional and redundant land mobile radio communications strategy could the multiple jurisdictions in the NCR effectively gain command and control of the event. These regional radio communication systems must be capable of providing some level of long-term radio network support for the region after a natural disaster, or catastrophic event. Presently, Prince George's County is the weak link in this type of regional communications system.

With respect to interoperability, there is a limited capacity of interoperable communications among the county's first responders within the region during major events. This causes first responders to maintain segregated and uncoordinated communications, even when events require the coordinated actions of law enforcement with fire/EMS personnel.

The NCR jurisdictions have developed regional interoperability fixes to include a cache of "disaster" radios maintained in Montgomery County, Fairfax County, and the District of Columbia. These radios are programmed to operate on the frequencies of the (Motorola) 800 MHz systems used throughout the region. Even if brought to Prince George's County, these radios cannot operate unless their signal is of sufficient strength to reach the network infrastructure of one of the surrounding jurisdictions and the host jurisdiction allocates a "talk-group" to support the users. This suggests that unless the radios are used in an area proximate to the border of the District of Columbia, Fairfax County, or Montgomery County, the radios are likely to be of no use to Prince George's in the management of the emergency.

INITIATIVE PLAN

MONTGOMERY COUNTY ALTERNATE PUBLIC SAFETY COMMUNICATIONS CENTER (APSCC).

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

This Initiative is the Montgomery County Alternate Public Safety Communications Center (APSCC). Presently, the backup systems are unsecured and not ready to accept staff. While 9-1-1 calls will be answered and CAD events dispatched, there is no current place to which administrative phone lines can be transferred, no headset with which to communicate with, no capability to send or receive faxes or to make copies, and no capability to connect workstations to the enterprise network in the offices. During a regional catastrophic event that incapacitates the Primary PSCC, the capability to provide continuity of operations at the APSCC location is needed.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

Montgomery County, Maryland is located in the National Capital Region (NCR). It is the largest county in the State of Maryland. The county is part of the Greater Washington area, the fifth largest metropolitan area in the United States.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The Alternate ECC site is designed to operate as a back up site in the event that the primary ECC site must to be vacated. The site is equipped with a fully functional CAD system and radio system with the same interfaces as the primary site (e.g., MILES, CDMA/CDPD, GEO, etc.)

The computer monitors currently installed at the AECC to be used by the Call Takers and Dispatchers are of different sizes and provide a small, insufficient viewing area, compared to those routinely used. The difference in size creates reduced viewing capabilities and field vision for the Telecommunicator. Assuming that the activation of the AECC would occur during time of crisis in Montgomery County, the reduction in functionality would compound the already tenacious working conditions of the Telecommunicators. The request is to replace the existing AECC monitors with the monitors consistent with the ECC. The existing monitors would be re-used elsewhere in the county.

JUSTIFICATION: Without the monitors, the dispatchers/calltakers will have an inconsistent monitor configuration at the AECC, which will impact the detail and data to which they are accustomed in the larger monitor environment. The smaller font size and restricted window size are inadequate in this mission critical environment. The purpose of the alternate facility is to provide a fallback site in the event of catastrophe. Similar conditions at the alternate facility will relieve the impact upon the dispatchers/calltaker in an emergency situation.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The Montgomery County APSCC Initiative will be a collaborative effort between our PSCC Governance Committee, including Homeland Security Department, Police Department, Fire & Rescue Department, Department of Transportation and Public Works and Department of Technology Services.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative relates to the overall State Homeland Security Program by allowing for continuity of operations/continuity of government in the event of a catastrophic disaster that incapacitates the Primary PSCC facility. The Alternate ECC site is designed to operate as a back up site in the event that the primary ECC site must be vacated. The facility houses a duplicate hardware infrastructure as the primary site with database updates replicating to the site daily. This Initiative will increase the frequency of the updates to these databases. The back-up facility will have up-to-date and close to real-time data. The alternate facility would have up to date CAD data for dispatch in the event of emergency relocation. All the Public Safety Databases and Dynamic Configuration Data Files would be updated as close to real time as possible, which include:

- ECC-CAD1
- ECC-CAD2
- RMS1
- MDG
- ECC-AVRR
- ECC-AVS3
- WNG
- RNC
- Level II
- Dynamic Interface Configuration Data (Terminal Server, MOSCAD, Zetron, ANIALI, MILES, TAPI (AlphaNumeric Paging), FARU (alarm transmission)

INITIATIVE PLAN

EMERGENCY MANAGERS TECHNOLOGY COORDINATION SUBCOMMITTEE

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Emergency Managers Technology Coordination Subcommittee
This Initiative would create and maintain the framework and processes for the ongoing coordination of the technology Initiatives and underlying human processes that facilitate timely, secure, and reliable information flow between the NCR's emergency operations centers, which are

designed to achieve and maintain the robust information sharing necessary for situational awareness and interoperability between EOCs in the NCR.

NCR Strategic Goals addressed:

- 3.2.1: Info Sharing and Collaboration Framework;
- 3.2.2: Regional Interoperability; and
- 3AUAS5-Regional Operations Plan Development.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The geographical context for this proposal is the NCR, with the addition of Frederick County, MD

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Resources

In-place:
- Technical managers for Virginia, Maryland, District of Columbia, and Federal and local jurisdictional emergency operations centers

Needed:
- NCR Emergency Managers' Committee Technology Coordination Sub-committee to create and maintain linkages between the region's systems as they now exist, and to provide operational and technical coordination of new Initiatives that impact the region's emergency managers.

Funding and staffing to integrate, maintain, and improve existing Initiatives:
- State, regional, and local WebEOC
- Satellite Phone connectivity between EOCs and 911 Centers
    - o Web/Video/Voice Conferencing
    - o EmNet emergency alerting system
    - o Processes

In-place:
- Regional Emergency Coordination Plan
- MWCOG Mutual Aid Agreements

Needed:
- Revised operational plans based on the NCR Mutual Aid Agreement authorized by the Intelligence Reform Act of 2004
- Tools
- WebEOC
- NCR Data Exchange Hub
- Web/Video/Audio Conferencing
- Emergency Operations Center and 911 Center satellite phones

- U.S. Department of Homeland Security, Homeland Security Information Network (HSIN)
- EmNet Emergency Alert System

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The governance for this project would be carried out by forming a standing EOC Technology Coordination Subcommittee, operating as a subcommittee of the NCR Emergency Managers' Committee, which reports to the NCR Chief Administrative Officers Committee.

5. Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.

This Initiative relates to the National Priorities of information sharing and regional collaboration. This Initiative leverages the work in the individual jurisdictions, States, and Federal agencies and seeks to ensure that independently funded technology efforts are capable of operating together. This Initiative supports objectives under the NCR Homeland Security Strategic Plan, Goals 1, 2, 3, and 4 for planning and decision making, community engagement, prevention and mitigation, and response and recovery, and the gap identified as "Regional Operations Plan Development" as detailed in the concept paper.

INITIATIVE PLAN

NCR SECURE COMMUNICATIONS (NCRSC):

1. Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

NCR Secure Communications (NCRSC): NCRSC will provide for a robust and secure network of classified communications (voice, data, and video) for the National Capital Region. This Initiative addresses the need for interoperability between Federal, State, and local jurisdictions at above the unclassified level.

This Initiative will address current gaps and deficiencies in the sharing of real-time classified information among principle partners, establishing real-time secure communication, and enhancement of shared situational awareness and facilitation of decision making across the region. Due to the sensitive nature of certain information, it is essential that access and dissemination be controlled and restricted so that it is not compromised. The unauthorized release or inadvertent disclosure of such information could, adversely affect the ability to detect an adversary's intentions, neutralize offensive capabilities in the pursuit of terrorists, compromise the identity of a confidential human source or operation, or result in physical harm to citizens.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative is for the NCR. The NCR encompasses the District of Columbia, Montgomery and Prince George's counties in the state of Maryland, the cities of Alexandria and Falls Church, and the counties of Arlington, Fairfax, Loudon and Prince William in the Commonwealth of Virginia. The concept of NCRSC is to make the secure communication equipment and secure network available to all participating Council of Government (COG) agencies within the NCR.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Seven COG agencies (mainly federal) responded that they utilize secure telephone equipment. This Initiative will develop an overall design for secure communications within the NCR. The NCRSC will then conduct analysis of the existing equipment to determine if the existing equipment is interoperable and viable to be part of the overall solution.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will fall under the NCR COG Senior Planning Group (SPG) with input from the SPG Interoperability Group. The Office of National Capital Region Coordination (NCRC) will assist with the coordinating, planning and execution of this Initiative.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

NCRSC seeks to strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness. If realized, this Initiative will expand regional collaboration in regard to information sharing and dissemination.

Law Enforcement Investigation and Operations

INITIATIVE PLAN

NATIONAL CAPITAL REGION MOBILE AUTOMATED FINGERPRINT AND FACIAL RECOGNITIONS SYSTEM

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    National Capital Region Mobile Automated Fingerprint and Facial Recognitions System

    People- Representatives from each contributing agency within the region have provided input regarding system enhancements to make the Mobile/Facial Recognition regional interoperable, and capable to meet the needs of each individual agency.

    Equipment- The Mobile AFIS/Facial Recognition System will allow immediate field identification of persons of interest through hand held field devices. This Initiative will provide NCR agencies the capability, through use of wireless technologies, to search fingerprint/mugshot databases of the respective jurisdictions.

    Training- The Mobile AFIS Device is portable and durable. The equipment will require minimal training for each agency on the NCR. This equipment will function similarly to current radio devices. It is anticipated that a member of each agency will be trained in the functional aspects of the device and impart their knowledge to their respective agency.

    Exercise/Evaluation- Evaluation will take place in two parts, the first in the initial field-testing phase of the equipment. The second will occur during full NCR implementation and use of the system.

    Data will be collected and analyzed to measure strengthens and weaknesses of the technology. Resulting information will be utilized to improve system capabilities.

    Plan, Policies and Procedures- Currently the AFIS system is using regionally agreed upon plans, polices and procedures. In keeping with the AFIS project, the Mobile/Facial Recognition endeavor will utilize Memorandums of Understanding and the current steering committee structure to ensure program success.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    The Mobile AFIS/Facial Recognition system will utilize the same geographical function as the current and proposed AFIS systems. The mobile hand held device will operate in NCR and utilize the three AFIS systems, if required. The mobile devices will have the capability of collecting data using the Northern Virginia, Montgomery County, Maryland. or the District of Columbia sites. The user can use one or all three sites within the NCR.

3. **Resources, Processes, and Tools:** **Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

As of 2005, an automated fingerprint system is currently functioning through out the NCR. Due to impending obstacles, FY 2005 UASI funding was secured. Under this Initiative, the current system will be up-graded and enhanced with the newest technology.

UASI funding is required to construct and implement the Mobile AFIS/Facial Recognition System. This system will utilize the fingerprint/mugshot capability housed throughout the NCR. This will provide for the transmission of real-time information by officers in the field for immediate identification of suspects or suspicious persons.

4. **Governance Structure:** **Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

A Project Manager and a Steering Committee consisting of representatives from each participation jurisdictions already exists. As stated above, the Steering Committee will utilize currently existing Memorandums of Understanding, appropriate revisions, to ensure program success.

5. **Program Management:** **Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

How does your Initiative help expand regional collaboration?

The effects of the regional collaboration realized during the AFIS project will be enhanced through the completion the Mobile AFIS project.

Over the past twenty years, an automated fingerprint system has been in use throughout the NCR. 2005 UASI funding permitted the interoperability within the NCR to continue. The advent of this new technology will allow agencies throughout the NCR to better identify suspects who have committed various types of crimes.

Mobile AFIS/Facial Recognition will employ collected data from the upgraded AFIS system, allowing transmission of real-time information by officers in the field to immediately identify suspects or suspicious persons, leading to arrest or prevention of crime.

How does your Initiative help implement the National Incident Management System and National Response Plan?

Mobile AFIS/Facial Recognition is currently a law enforcement tool utilized throughout the NCR. Through various COG meetings and work groups, the Mobile AFIS/Facial Recognition system has been supported in conjunction with other NCR Initiatives. Examples include LiNX project, identification cards, and utilization of the hand held units for immediate identification at the scene of an event. Combining these Initiatives into programs to accomplish cooperative results is building these endeavors into programs that are emergency management oriented.

How does your Initiative help implement the Interim National Infrastructure Protection Plan?

Mobile AFIS/Facial Recognition is currently a law enforcement tool utilized throughout the NCR. Through various COG meetings and work groups, the Mobile AFIS/Facial Recognition system has been supported in conjunction with other NCR Initiatives.

After the implementation of agency protocol, these devices will be provided to law enforcement agencies in Virginia, Maryland, and the District of Columbia. The tool is provided for everyday use in order to identify persons of interest. This tool will provide instant identification of a subject previously arrested in the NCR.

Prevention is also key. This tool will be utilized by jurisdictions such as the Metro Transit Authorities. This tool can be used in the subway system or other means of transportation to identify persons of interest.

This device will also be provided to tasks forces that are entrusted to keeping our infrastructure safe from attack.

INITIATIVE PLAN

THE NATIONAL CAPITAL REGION – LAW ENFORCEMENT INFORMATION EXCHANGE (NCR – LINX)

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The National Capital Region – Law Enforcement Information Exchange (NCR – LInX) will address the priority need of the region's law enforcement agencies by allowing them to access each other's criminal justice databases in real-time, significantly enhancing public and officer safety.   The current strength in the NCR is that most law enforcement agencies collect valuable criminal justice data, including CAD entries, traffic and parking citations, police reports and mug shots. The obvious weakness identified through a formal needs assessment and prioritization analysis is that this valuable data is rarely shared in an effective or efficient manner. Police officers and criminal investigators continue to rely upon "old fashioned" police work to find leads in other jurisdictions, such as calling points of contacts or making site visits to ascertain if they have any information on a specific person, place or vehicle. This Initiative will allow authorized and trained law enforcement officers to access real-time criminal justice data from participating agencies, allowing them to immediately gain valuable leads on weak cases, resulting in significantly more case closures.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The NCR – LInX project is a specific request by the NCR's police chiefs who have asked the Metropolitan Washington Council of Governments (COG) Police Technology Subcommittee to

make criminal justice data sharing its highest priority. The subcommittee has responded by designing and implementing a regional and robust pawn shop data sharing system. The goal/project description of the NCR – LInX is to achieve complete criminal justice data sharing capability among the more than 75 law enforcement agencies that make up the National Capital Region.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

To date, the Regional Pawn Data Sharing System (RPDSS) has been successfully implemented with participation by 17 of the 19 COG agencies. Currently 800 trained investigators across the region have access to the over 1 million pawn records already in the system. While the sharing of pawn data has proven to be very successful with over 1,300 arrests and $4 million in recovered stolen property in the first six months, this is only a fraction of criminal justice data sharing needs. The real core of law enforcement information is in its daily police reports, traffic citations, CAD system entries, arrest reports and mug shots. While our subcommittee asked for $4 million during the FY 2005 Homeland Security Grant Program: UASI, using Montgomery County's letterhead for application purposes, only $1 million was received. This grant was leveraged by our collaboration with NCIS permitting the initiation of Phase One. Phase One includes bringing thirteen law enforcement agencies, which have been formally selected, on line as part of the pilot phase. Those agencies include: Arlington County Police and Sheriff, Alexandria Police, Metropolitan Police Department – District of Columbia Police, Fairfax City Police, Fairfax County Police, Loudoun County Sheriff's Office, City of Manassas Police, Metropolitan Airports Authority Police, Metro Transit Police, Montgomery County Police, NCIS, Prince George's County Police and Prince William County Police. Interviews to extract the data with some of the agencies listed above have begun. Additional funding to support Phase Two, which will include the following tasks, deliverables and collaborating partners, is sought. In collaboration with the NCIS and Northrop Grumman, their retained contractor, the remaining agencies will be brought online. Furthermore, given the success the Regional Pawn Data Sharing System (RPDSS), it will be merged and incorporated into NCR – LInX. Finally, an overwhelming request that the Steering Committee (COG Police Technology Subcommittee) has received from the officers and investigators using RPDSS is to include a bulletin board on the sign in screen of NCR – LInX that would be used to post current persons of interest, patterns, trends and any other information that law enforcement officials would deem very important to quickly disseminate into the hands of on-duty personnel.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

A formal charter has been executed by 28 of the region's law enforcement agencies. The project will be administered under the guidance of the NCR-LInX Governance board, which is currently chaired and co-chaired by two of the region's police chiefs. Legal officials from the 28 agencies who have signed the charter are currently reviewing a formal memorandum of understanding (MOU). Once the MOU clears regional legal review, the day-to-day management plan of the NCR – LInX will be administered by the COG Police Technology Subcommittee, which consists up of operational and IT officials from each of the 19 COG agencies. The COG Police

Technology Subcommittee has been appointed by the NCR – LInX Governance board as the Steering Committee.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative relates to the overall state homeland security programs in that it will assist law enforcement to quickly identify persons, locations and vehicles of interest, significantly increasing homeland security through more effective and efficient case closures. Public safety will be significantly enhanced by identifying and apprehending dangerous persons through shared criminal justice databases in real-time. This Initiative will help incorporate the three Overarching National Priorities (Expand Regional Collaboration; Implement the National Incident Management System and National Response Plan; and Implement the Interim National Infrastructure Protection Plan) in that it has significantly expanded regional collaboration. In a mutual aid event, it will assist in the implementation of NIMS by contributing effective criminal justice information to the command staff.

INITIATIVE PLAN

REGIONAL OPERATIONAL MULTILAYER ANALYSIS (ROMA).

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Regional Operational Multilayer Analysis (ROMA). It will combine specially trained analysts, regionally focused, with all source data sets, GIS mapping and algorithms that identify human behavior, in order to develop truly pro-investigations/operations and aid decision makers in tactical and strategic planning for counter-terrorism/crime.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

The NCR: Montgomery County, Prince George's County, The District of Columbia, the City of Alexandria, Arlington and Fairfax County, and all smaller jurisdictions within the NCR.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The NCRIC is in operation, so the office space, phone lines, work stations and virtual networks are in place. Grant funding will provide the classrooms, equipment and staff to conduct the training and produce the product.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The ROMA program will be fold into the NCRIC; as such it will be governed in accordance with existing MOU's, SOP's and subject to oversight by the current Board of Governors. On-site

supervision will be done by centers coordinator. Representatives will be solicited from stakeholders in the regions, they will meet to assist in the needs assessment and to identify ways to enhance information sharing and operational imperatives.

INITIATIVE PLAN

STANDARDIZED TRAINING IN TERRORISM PREVENTION, DETECTION AND INTERDICTION FOR LAW ENFORCEMENT ENTRY LEVEL AND IN SERVICE PROGRAMS

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    The Initiative is "Standardized Training in Terrorism Prevention, Detection and Interdiction for Law Enforcement Entry Level and In Service Programs." To ensure the capability outcome designed to generate an effective sharing of information and intelligence, law enforcement throughout the region must seek to engage a common platform for entry level and in-service training. The proposed training would assist officers in detecting clues and generating information that could be processed into relevant intelligence on a regional basis. This front-end process would invariably improve the quality of deliverables from and to analysts and other consumers of threat-related information

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    The geographical construct involves the entire COG region.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    Resources required to complete this Initiative include training hours, position backfill hours, trainer hours, training space and materials (computers, projection and video equipment). The process of standardization would require a meeting among a cross-section of police trainers within the region. These trainers could then develop common training goals, materials, and methods for the course. Many of the existing training facilities could be leveraged for delivery throughout the region. However, to ensure mobility and the ability to engage distance learning and role call training, an increased number of laptop computers and projection equipment will be needed. Additionally, position backfill overtime support would enable participating agencies to ensure the maintenance of staffing during training. The equipment enhancements needed to support this Initiative are available off-the-shelf or through existing procurement processes.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    Resources required to complete this Initiative include training hours, position backfill hours, trainer-hours, training space, materials (computers, projection and video equipment). The process

of standardization would require a meeting among a cross-section of police trainers within the region. These trainers could then develop common training goals, materials, and methods for the course.   Many of the existing training facilities could be leveraged for delivery throughout the region. To ensure mobility and the ability to engage distance learning and role call training, an enhanced number of laptop computers and projection equipment will be needed. Additionally, position backfill overtime support would enable participating agencies to ensure the maintenance of staffing during training.   The equipment enhancements needed to support this Initiative are available off-the-shelf or through existing procurement processes.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

Information sharing and regional collaboration remain critical priorities for all police agencies in the NCR and throughout the COG region. Linked by the Capital Beltway, Metro rail and bus systems, and Interstate 95 (among other major thoroughfares, our jurisdictions deal with the same criminals, activities and patterns). The common-training proposal supports these priorities by ensuring a consistent basis for evaluating and assessing information at the front-end, and assessing potential outcomes and consequences related to known terrorist tactics and activities intended to support terrorism.   Implementation of a common training platform would empower law enforcement.

INITIATIVE PLAN

TERRORIST INCIDENT PROTECTION PROGRAM (TIPP)

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Due to the uniqueness and threat profile of the National Capitol Region (NCR) there is a critical need to expand the Metropolitan Police Department's Operation TIPP-Terrorist Incident Prevention Program to encompass areas surrounding the District of Columbia. Currently, this program strategically targets more than 60 types of businesses and industries that pose a higher risk based on their vulnerability to exploitation by potential terrorist. This program enhances local law enforcement's relationship with these critical partners by developing a mechanism for effective two-way communication and threat reporting that is separate from the general community reporting process. This separation also allows law enforcement to rapidly to track and measure more specific suspicious activity that can be manually investigated and measured, enhancing the ability to identify increases in potential terrorist activity.

2.   **Regional Construct: National Capitol Region**

Due to the limited geographic boundaries of the District of Columbia and the limited number of businesses with exploitable resources within the city, it is conceivable that a terrorist event will have its initial planning stages outside of the city limits. Therefore, there is a crucial need to expand the TIPP's program regionally to allow for the expanded collection and tracking of

submitted intelligence information, which will be analyzed among the NCR partners for information that may be developed in reference to a threat directed at the entire NCR.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The following processes will need to be established for the smooth implementation of this Initiative:

- Develop of TIPP information gathering, sharing and investigating protocols and guidelines accepted by all NCR partners, allowing for the collection of threat/suspicious activity reporting across the region, as well as the rapid and seamless information sharing, notification and investigation across the region;
- Establish, advertise and publish regional TIPP Hotline and Call Center for the collection, storage and dissemination of TIPP information. This will allow for a single centralized point of information gathering, tracking and dissemination that will ultimately allow for the effective and efficient investigation of potential threats to the NCR partners;
- Establish and govern coordination between the Regional TIPP call center and designated fusion center(s) for the rapid and effective exchange of information;
- Procure necessary tracking, storage and investigative technology which will allow for effective and efficient information gathering and exchange;
- Train all TIPP call takers, investigators and users to collect, retain, disseminate and investigate the collected TIPP information as governed by developed protocols, MOU's and guidelines developed by the NCR; and
- Print, publish and distribute a regionally accepted TIPP pamphlet for use in the regionally expanded TIPP program.

Many of these resources already exist among the various agencies. The challenge lies in the coordination of the gathered intelligence. The regional centers will need to procure computer hardware and phone lines.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The Regional TIPP Program would be governed through a multi-jurisdictional committee administered through the Council of Governments.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The Terrorist Incident Prevention Program would be in cooperation with various local and federal agencies within the city and throughout the NCR by allowing for the expanded collection and tracking of submitted intelligence information which will be analyzed among the NCR partners for information that may be developed in reference to a threat aimed at the entire NCR.

INITIATIVE PLAN

MARITIME AWARENESS-NCR

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Maritime Awareness-NCR

This Initiative will enhance the security of the National Capitol Region by securing the waterborne approaches to the nation's capitol. The Potomac River (South of the Wilson Bridge and North of the American Legion Bridge) is under the jurisdiction of the State of Maryland. The Maryland Natural Resources Police (MNRP) is Maryland's primary maritime law enforcement agency and is the only agency authorized to enforce Coast Guard designated security zones. The Maryland Maritime Strategy document, chartered by the Captain of the Port of Baltimore (who is also chairman of the NCR Area Maritime Security Executive Steering Committee), identified several projects to modernize the MNRP maritime fleet and improve interoperability and domain awareness.

1.   **Water Watch**-Enhances domain awareness by training, deploying, and linking a network of volunteers from the boating community to increase vigilance and reporting of suspicious activities on the Potomac, especially around critical infrastructures.

2.   **Operations Center (CAD/RMS)**-Improves interoperability and maritime domain awareness by linking maritime sensors into a joint maritime operations center and improving response through computer-aided dispatch and resource management system (CAD-RMS), deploying appropriate.

3.   **Patrol Boats**-Improves reliability and staying power by providing all-weather (winter and summer) vessels with improved officer safety and comfort features (interoperable communications, vessel automated identification system (AIS) sensors, toilet facilities, weapons mounts, etc.). This will allow officers to patrol more effectively and remain on station longer.

4.   **Academy Class**-Critical to developing additional maritime capable officers for the MNRP and surrounding jurisdictions. This is a force multiplier.

5.   **Helicopter**- Enhances maritime domain awareness and emergency response. The nearest Coast Guard helicopters to the NCR are based in Cape May, NJ, and Elizabeth City, NC. The MNRP helicopter can provide airborne assistance to the Coast Guard for emergency response and maritime domain awareness, in addition to an airborne platform for interoperable voice and data (video data link) communications.

By accomplishing the above, the following Capability weakness will be addressed:

Critical Infrastructure - Exercise/Evaluation - Unsure water-borne attacks can be prevented.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The Maryland Natural Resources Police (MNRP) is the primary law enforcement agency on Maryland waters, which includes the Potomac River and the Chesapeake Bay. Their span of control includes the approaches to the our Nation's Capital, critical regional infrastructures (such as the Woodrow Wilson Bridge, Calvert Cliffs nuclear power plant, Cove Point Liquefied Natural Gas (LNG) facility, and Patuxent River Naval Air Station). A successful terrorist attack on any of these facilities would have catastrophic effects on the entire region (whether through release of radioactive material, interruption of critical energy resources, or disruption of regional traffic flow). Maritime security in the NCR will be enhanced by strengthening the MNRP is a regional defense.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The MNRP is an outmoded force, in that their responsibilities have changed dramatically. New missions such as enforcing Coast Guard security zones and securing the region's waterways and critical infrastructures against terrorist threats have over stressed a force that was designed for boater safety and fisheries enforcement. MNRP needs new tools and capabilities to reach the potential—and expectations—demanded by nation's leaders.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

This Initiative will enhance the State of Maryland's defense of the waterborne approaches to our nation's capitol and critical energy, transportation, and defense infrastructures in the region and will tie into the Area Maritime Security Committee governance structure and the state's governance structure. The Captain of the Port of Baltimore and the NCR Potomac river area is the same Coast Guard officer.

5. **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

These Initiatives meet National Priorities of enhanced maritime domain awareness and regional interoperability, filling a critical gap in our homeland security posture by extending our domain awareness and response capabilities to the maritime buffer, creating a seamless transfer between maritime and land-based forces to detect and prevent terrorist attacks and to respond quickly and appropriately.

Mass Care

INITIATIVE PLAN

NCR REGIONAL ESF-6 EQUIPMENT

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   Initiative name: NCR Regional ESF-6 Equipment

   The need to acquire enough Mass Care Equipment and Supplies to support a large number of NCR residents was discussed in the capability reviews for Mass Care and Citizen Protection: Evacuation and/or In-Place Protection.

   DHS' Target Capability List (TCL) dated August 2005 indicated that a metropolitan area should be able to provide Mass Care support for 15 percent of the population, which would represent about 750,000 people in the NCR. Another place in the same TCL document indicates that number may be further broken down to sheltering approximately 300,000 people and feeding another 450,000 people. Currently, the NCR is required to provide sheltering to approximately 5,000 people and feeding for approximately 30,000 people. In order to be in compliance with NIMS, the NRP and the Mass Care Capability of the TCL, a significant purchase of Mass Care Equipment is needed.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This planning will be conducted across the National Capital Region, which is the geographic area located within the boundaries of the District of Columbia, Montgomery and Prince George's counties in the State of Maryland, Arlington, Fairfax, Loudoun, and Prince William counties and the city of Alexandria in the Commonwealth of Virginia, and all cities and other units of government within the geographic areas.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   The American Red Cross' Washington Metropolitan Area Consortium (WMAC), in conjunction with the R-ESF 6 Committee, the NCR emergency managers and other key partners will complete the following objectives against the project goal to address this Initiative:

   Finalize the equipment and storage requirements:

   - Most of the preliminary requirements have already been addressed in an NCR concept paper and equipment list. However, further discussion will be required across the key stakeholders to identify whether there are any additions, deletions or alternate solutions required to finalize the list.

- Once the list is absolutely final, the storage requirements will need to be finalized, including identifying potential storage solutions, including utilizing existing or new Emergency Services warehouse space, Vendor Managed Inventory and/or mobile storage solutions, such as Shipping Containers.

Prepare and distribute Requests for Quotations/Proposals (RFP/RFQ) for the items to be purchased

- Almost all of the items to be purchased are clearly defined and the RFPs and initial vendor lists should either already exist in some basic format.
- The project partners will leverage their vast networks to identify vendors and RFP/RFQ proposal requirements not initially identified.

Contract for equipment and related services

- In this step the project partners will leverage any vendor relationships and procurement vehicles to ensure the most efficient and effective delivery of this equipment and supplies.

Ensure the proper maintenance and care is provided for the equipment and manage the related services

- The project partners have significant expertise and experience in maintaining, storing and caring for equipment and supplies such as proposed for this project. This expertise will be utilized extensively for this project, potentially in concert with storage vendors and/or Vendor Managed Inventory of some or all of these items.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The American Red Cross of the National Capital Area, on behalf of the WMAC, is slated to be the project manager for this project and will manage the project to the expected timeframes and deliverables stated in the NCR Concept Paper. The American Red Cross of the National Capital Area has successfully managed an FY03 UASI grant to completion and is preparing to manage an FY05 UASI grant.

The R-ESF-6 committee, in conjunction with the R-ESF-5 Committee and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan.

Key stakeholders already identified include:

- American Red Cross WMAC;
- NCR emergency managers;
- NCR Human Services Offices; and
- NCR VOAD member agencies.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan" as Mass Care is a key component of ESF #6 in

the NRP. A key component of NIMS is to ensure that proper resources are available to implement the NRP.

In order to fulfill this overarching priority, the NCR needs to acquire the specific resources defined by this Initiative.

This Initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and collaboration of partners through the region and it comprising jurisdictions.

Providing for "Ensure adequate mass care resources for feeding and shelter/housing in response and recovery from Disasters, especially Terrorist events" was a specific sub Initiative under Goal 1, Object 3, Initiative 2 – "Conduct gap analysis, develop recommendations and take appropriate actions" – in the NCR Strategic Plan, updated 11/18/05.   During the Strategic planning process, it was determined that ensuring adequate mass care resources for feeding and shelter/housing in response and recovery from Disasters, especially Terrorist events, was an identified gap in the NCR overall preparedness and needed to be addressed as soon as possible.

INITIATIVE PLAN

ESTABLISHMENT OF A FOOD SAFETY AND PROTECTION PROGRAM FOR THE NATIONAL CAPITAL REGION'S MASS CARE CENTERS

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Establishment of a Food Safety and Protection Program for the National Capital Region's Mass Care Centers. This Initiative presents the NCR with the opportunity to enhance the quality of congregate care through scientific analysis and rigorous inspection matrices. The District's Local Health Departments (LHD) program and capability evaluation working group identified as a strength, the diversity and abundance of LHD expertise, but cited a lack of communication and interoperability among those jurisdictions. This extensive Food Safety & Protection Program will need to build interoperability among LHD's in order to achieve it goals.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This food safety Initiative will provide the entire NCR with the capability to ensure food quality. Instrumentation will be housed and maintained by the Maryland Department of Health and Mental Hygiene Headquarters in Baltimore, MD. Training and other outreach will be provided to all NCR local health departments individually.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

At present, Maryland has only six regional sanitarians, an array of equipment ill-suited for rapid food pathogen and chemical analyses, and no training funds for an outreach effort to Maryland participants in the NCR. If this Initiative is funded, a gas chromatograph/mass spectrometer will be acquired, dedicated for use to all NCR jurisdictions. Training funds will enable local health department personnel to acquire the skills and supplies to rapidly sample food prior to distribution or consumption in mass care centers.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The cooperation of all NCR Health Department officials is a required element for success of this Initiative. Cabinet level departments at the state level will depend on their Secretary to reach agreements with the LHD's. Coordination efforts are also needed from the MWCOG to ensure uniform acceptance and participation of local personnel.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This cross-jurisdictional Initiative will support Expanded Regional Collaboration in an extensive matrix of interactions among local, state, and Federal departments and agencies. Progressive training will be provided by MD DHMH to jurisdictions in MD, DC, and VA. MOU's will be initiated, ensuring that NCR needs receive the highest priority.

New instrumentation will also strengthen CBRNE detection capabilities, as extensive bulk food samples are gathered, delivered, and analyzed.

INITIATIVE PLAN

NCR SHELTER PLANNING

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Initiative name: NCR Shelter Planning

The need to conduct shelter surveys, update shelter plans & layouts to ensure that shelters are sufficient and compliant with key regulations/requirements, such as backup power and special needs accessibility was discussed in the capability reviews for Mass Care, Citizen Preparedness and Participation & Citizen Protection: Evacuation and/or In-Place Protection.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This planning will be conducted across the National Capital Region, which includes the geographic area located within the boundaries of the District of Columbia, Montgomery and Prince George's counties in the State of Maryland, Arlington, Fairfax, Loudoun, and Prince William counties and the city of Alexandria in the Commonwealth of Virginia, and all cities and other units of government within the geographic areas.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The D.C. Emergency Management Agency (DCEMA) in conjunction with the R-ESF #6 Committee, NCR Emergency Managers, the American Red Cross Washington Metropolitan Area Consortium (WMAC), and other key partners will complete the following objectives against the project goals to address this Initiative:

- Document the current NCR Shelter Lists and identify additional shelter locations:
  - o   Many shelter locations have already been addressed in the local emergency preparedness documents; however, further discussion will be required across the key stakeholders to identify whether there are any additions, deletions or alternate solutions required to finalize the list.
  - o   This project will leverage the efforts of the FY05 UASI grant regarding overarching ESF #6 mass care, housing & human service planning
  - o   Once the list is final, the distribution requirements for these lists will need to be finalized.
- Develop shelter profiles for each location, including, but not limited to, identifying shelter accessibility issues. Develop plans including layouts and other key materials for each location to ensure smooth shelter operations:
  - o   All the locations on the compiled shelter lists need to be profiled to ensure compliance with all key regulations and requirements, including, but not limited to, backup power and special needs accessibility issues.
  - o   The project partners will leverage existing shelter surveys and subject matter experts, such as the National Organization on Disabilities to address these issues.
  - o   The project partners will also leverage the efforts of other UASI projects regarding medical surge, animal protection and sheltering, mass care equipment and other emergency management planning efforts.
- Ensure the proper distribution is provided for these surveys, plans and layouts:
  - o   The project partners have significant expertise and experience in ensuring that all key parties have the information needed to conduct their Mass Care roles. This expertise will be utilized extensively in this project.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The DC EMT is slated to be the project manager for this project and will manage the project to the expected timeframes and deliverables.

The R-ESF #6 committee, in conjunction with the R-ESF #5 Committee and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan.

Key stakeholders already identified include:

- NCR emergency managers;
- NCR Human Services Offices;
- NCR VOAD member agencies; and
- American Red Cross WMAC.

5. Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan" as Mass Care is a key component of the National Response plan. A key component of NIMS is to ensure that proper resources are available to implement the NRP.

In order to fulfill this overarching priority, the NCR needs to conduct the work defined by this Initiative.

This Initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and collaboration of partners through the region and it comprising jurisdictions.

Providing for "Ensure adequate mass care resources for feeding and shelter/housing in response and recovery from Disasters, especially Terrorist events" was a specific sub Initiative under Goal 1, Object 3, Initiative 2 – "Conduct gap analysis, develop recommendations and take appropriate actions" – in the NCR Strategic Plan, updated 11/18/05. During the Strategic planning process, it was determined that ensuring adequate mass care resources for feeding and shelter/housing in response and recovery from Disasters, especially Terrorist events, was an identified gap in the NCR overall preparedness and needed to be addressed as soon as possible.

INITIATIVE PLAN

DISTRICT ESF # 6 (MASS CARE NEEDS)

1. Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The NCR – Emergency Mass Care plan provides for services to individuals, persons with disabilities, special needs and ESL populations impacted by a disaster. There is a need to increase personnel to supplement the current three person staff of ESF #6 within the District of Columbia, Department of Human Services (DHS).

The effective development of a comprehensive mass care plan for individuals, persons with disabilities, special needs and ESL populations is essential to the start of efficient operations of a mass care site. The plan may identify personnel, facilities, process, procedures, etc. that may be standard for the operations of a mass care site and providing services to those individuals impacted. The District's resources to aide the NCR in a disaster are the collaboration of a variety of organizations and agencies (e.g., DCPS, Consortium of Universities, etc.). The comprehensive mass care plan is one step to take in improving mass care response. The second step is to create an independent office within DHS for emergency management with an adequate number of staff to facilitate to the duties/functions within the agency's emergency management role for the District and the NCR.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The geographical context of this Initiative are all quadrants within the District and may include surrounding jurisdictions of the NCR.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Each quadrant within the District has at least 5 possible shelter sites or more. These sites are chosen based on the location and accessibility of shelters needed during a disaster. Approximately 400 personnel maximum (this count includes support agency personnel) may be available to manage feeding and sheltering of a population impacted by a disaster. As the primary for ESF - 6 (Mass Care), DHS will need funding to hire up to four personnel to support these emergency plan efforts. DHS working along with the supporting agencies and NGO's must establish agreements with vendors, organizations, etc. to be supplied with equipment, food, vouchers, etc. as necessary.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The NCR, DHS, along with the DCEMA will coordinate with other support agencies and NGO's to monitor project progress to ensure quality and that timeframes are being met.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative relates to the overall State homeland security program, and helps incorporate the three Overarching National Priorities by encouraging a collaborative partnership between the NCR, District agencies and regional partners to include NGO's and other organizations in support to mass care.

INITIATIVE PLAN

THE NATIONAL CAPITAL REGION – EMERGENCY PHASE FOOD STORAGE AND RELIEF PHASE FOOD STORAGE AND DISTRIBUTION.

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    The National Capital Region – Emergency Phase Food Storage and Relief Phase Food Storage and Distribution.

    The Capital Area Food Bank (CAFB) is the largest, public nonprofit hunger and nutrition education resource in the Washington, DC Metropolitan Area. Each year the CAFB distributes 20 million pounds of food, including 6 million pounds of fresh produce through over 700 member agencies.

    A current regional deficiency is with preparedness for food/commodity storage, transportation, and distribution facilities. There are no regional facilities that are able to store adequate inventories of Initial Action food supplies and there is no entity identified that is able to provide logistical support to facilitate Continuing Action food distribution.

    One of the priority needs in the Mass Care target capability is the ability to provide immediate and long-term food and feeding programs to persons affected by an emergency incident. In order to respond to the food needs in a disaster situation, the District Response Plan identifies response actions as the Initial Action and Continuing Action. The Initial Action includes providing food to those most affected in the immediate aftermath of a disaster, while Continuing Action addresses the longer-term food security needs of a much larger population that is affected by a disaster. During the Initial Action, the immediate needs are determined, geographic resources are identified and distribution procedures are enacted. During the Continuing Action, logistical considerations are examined for long-term congregate feeding, to include the receipt, storage, sorting/packing, and distribution of food items to those in need.

    To address the priority needs in storage for the Initial Action response, construction and renovations to these two facilities would provide warehouse space specifically designed for the storage of disaster preparedness food commodities. The CAFB is currently in the design phase for the future footprint of the new District of Columbia facility and, should sufficient funding be available, it is possible to include dedicated storage for this purpose. The Lorton facility also has excess land that could be utilized for expansion of the facility to include dedicated food storage as well. This capability to provide emergency-specific storage of food inventories will provide a cost-efficient method of centralizing supplies that may be urgently required in a disaster situation. Providing regional storage alleviates the need for multiple food storage sites that will undoubtedly incur significant operating costs. The CAFB is a warehouse operation that receives, stores, and distributes food items. We have materials handling equipment, a fleet of trucks, general knowledge of the requirements for storing food commodities, and have a successful track record in the community with regard to food storage and distribution.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The geographical context of this Initiative is the National Capital Region. This includes Northern Virginia, the District of Columbia, and Montgomery and Prince George's counties in suburban Maryland.   The CAFB currently has strong relationships and provides services to member agencies in these jurisdictions.

The advantage of having two sources of warehouse storage and logistical support is the ability to diversify supplies and resources. Should an emergency occur in the District of Columbia and access to the DC facility is limited, there could still be access to the Virginia facility.   The converse is also true.

On a larger scale, the CAFB's affiliation with America's Second Harvest, a national network of Food Banks and a tremendous source of food and logistical support, opens up numerous opportunities for increased food supplies from across the nation, as documented in the emergency response during Hurricane Katrina in Louisiana and Texas (and other natural disasters).

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The resources, processes and tools that already exist include the existing Food Bank facilities in the District of Columbia and Northern Virginia. On an annual basis, the CAFB distributes close to 20 million pounds of food to over 500 member agencies. There is a fleet of 8, 24 and 26 foot trucks (both refrigerated and dry), two semi-tractors and four trailers (two of which are refrigerated).

The CAFB enjoys a huge volunteer database, receiving over 11,000 volunteers in a year that provide over 40,000 hours of volunteer service. The organization is predominantly a warehouse operation, with experience in food handling, inventory management and distributions systems. The current facilities have close to 35,000 cubic feet of refrigeration and 55,000 cubic feet of freezer capacity. The CAFB also emphasizes the utilization of its network of member agencies to deliver outreach programs that educate, empower and increase access to food to those in need. Unfortunately, both facilities in Virginia and the District of Columbia are filled to capacity.

To address this facility problem, the CAFB has embarked on a capital campaign and recently purchased a warehouse/office complex on over 8 acres in Northeast D.C. For this Initiative, funds are required to expand the existing facility in Northern Virginia and to enable the CAFB to design and renovate/build our new facility in D.C. Without sufficient funding, the plans for the new facility in D.C. will not include storage for emergency commodities, nor will it include the ability to transform from daily operations to emergency operations on short notice. Also, the facility in Northern Virginia will not have the capacity to store emergency commodities, nor the resources to respond in an emergency situation.

The resources required for the CAFB to participate in the Initial Action and Continuing Action responses are $15 million. The overall cost to build and renovate both the DC and Virginia facilities is estimated to be $28 million. $13 million is being raised through the CAFB Capital Campaign through individual, corporate, foundation, DC and Federal Government support. Ongoing operating requirements and funding will be minimal as most of these costs are integrated

into our normal operations (with the exception costs associated with incremental upgrades to systems)

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The CAFB intends to take a supporting role in the storage and distribution of emergency and long-term food commodities. The CAFB will store food commodities, but access will be given to the American Red Cross (ARC), EMA, Department of Human Services (DHS), USDA, and/or any other organizations that will require access to this storage.   The CAFB will maintain the warehouses, provide materials handling equipment and assist with inventory management and distribution if requested.

Should long-term food distribution be required, the CAFB may be able to allow access to its existing stocks of inventory and assist in the distribution of items in support of a prescribed distribution plan. In addition, the CAFB is willing to utilize its network of over 500 member agencies to distribute food commodities to those identified as being in need. This could include a significant number of member agencies that serve the non-English speaking populations in the region.

The CAFB will be poised to marshal its resources in terms of warehouse, distribution systems, volunteers, and agency network in support of an emergency response plan as determined by the major partners in this capability.

Key stakeholders already identified include:

- American Red Cross Washington Metropolitan Area Consortium (WMAC);
- USDA;
- DC Department of Health and Services;
- Emergency Food Providers (DC, MD, VA).

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative relates to the overall State Homeland Security Program in that it addresses the need for emergency preparedness and the possible need for the immediate access and delivery of food commodities and longer-term congregate feeding of a larger population. This Initiative provides a cost-effective solution to emergency food needs, utilizing the track record, experience and resources of the Capital Area Food Bank. This Initiative also takes advantage of a tremendous opportunity to expand the capability in the region during the design phase of the CAFB's expansion plans.

The "National Capital Region – Emergency Phase Food Storage and Relief Phase Food Storage and Distribution" Initiative incorporates the three Overarching National Priorities in that it provides a response to emergency food needs, expands regional collaboration through its supporting role in food storage and distribution in both D.C. and Virginia, and provides long-term infrastructure through storage facilities, built with no long-term rental costs.

Food is a basic essential in daily life and will be extremely important in an emergency situation. This Initiative allows for the safe and secure storage of food commodities in two locations, and provides strong logistical support for long-term supplies of food throughout the region. The CAFB provides food on a daily basis to those in need. We are the experts in food storage and distribution and believe that there is a unique role that can be played in the support of Mass Care feeding programs in the event of an emergency.

Mass Prophylaxis

INITIATIVE PLAN

SURGE CAPACITY FOR PUBLIC HEALTH: MEDICAL RESERVE CORPS IN THE NATIONAL CAPITOL REGION

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    Because public health has inadequate resources to effectively respond to large scale public health emergencies, it is critical that programs to enlist, train, and manage volunteers are supported. At present, there are about 5,700 volunteers enrolled in Medical Reserve Corps (MRCs) throughout the area and it is estimated that as many as 20,000 could be needed in a large scale event. The capability reviews conducted for mass prophylaxis and medical surge revealed that thorough plans were in place to accomplish mass prophylaxis, but that the human resources to fulfill the plans were dramatically lacking. Further, DHHS/OSG seed grants for some MRCs in the Metro area are expiring in 2006. Thus, program sustainment and resources to grow and further develop volunteers for MRCs are critical needs identified in the Mass Prophylaxis and Medical Surge as well as the Citizen Participation Capability Reviews.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    There are organized MRC units in these localities: City of Alexandria, Arlington County, District of Columbia, Fairfax County (includes Falls Church and Fairfax cities), Loudoun County, Montgomery County, Prince George's County, and (under development) Prince William County (includes Manassas and Manassas Park cities). This proposal includes a request for a Regional Coordinator (consultant) to work with all the local MRC programs on cross jurisdictional issues.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    Each MRC unit has an overall mission to support public health both during emergencies and in ongoing public health priorities consistent with the national MRC goals and priorities and with the priorities of their localities. MRC units have their operating policies and procedures, training programs, and recruitment strategies.

    The NCR MRCs have established collaborative networks to include the other Citizen Corps programs, Volunteer Centers, VOADs, Red Cross, as well as organizations such as Medical and Dental Societies, and universities. With funding these networks and collaborative efforts will be strengthened and expanded.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The eight local MRCs of the NCR will oversee the project through an advisory council. Each MRC participating in this effort will be required to appoint one representative to serve on the advisory council. The council will meet at least monthly and keep formal records of its work. Volunteer centers representing the participating jurisdictions will also be asked to name representatives to participate in the advisory council to ensure that broad scale recruitment efforts undertaken on behalf of all Citizen Corps programs and those targeted recruitment efforts conducted by MRCs are well coordinated. The advisory council will make regular quarterly reports (written and oral) to the ESF #8 and ESF #15 (volunteerism) committee. Emergency managers, ESF #5, will also receive written reports about the project. The advisory council will meet monthly and approve the work plan and deliverables developed by the Regional (NCR) Coordinator who will focus on cross jurisdictional issues, training curriculum development, training partnerships with area universities, deployment protocols across state lines, coordination with the ESF #8 Training Work Group and other related training Initiatives funded through UASI.

The Prince George's County Health Department will provide the fiscal management for the project and provide office quarters and related support for the Regional Coordinator.   The personnel (up to 8.0 FTE's – one for each of the participating MRCs) will be hired in accordance to the personnel systems operating within the parent administrative bodies, either local Health Departments (Alexandria, Arlington, Fairfax, Loudoun, Prince William and Prince George's county), Medical Society of the District of Columbia, or the Volunteer Center for Montgomery County.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The health departments in each locality provide either direct management or a combination of liaison and operational direction to the MRCs. Each MRC operates under the direction of the emergency management structure for the locality.

The Virginia and Maryland MRCs work closely with their State MRC offices and may receive assistance and support. The State offices may serve as contact points for the national MRC especially during national events. The State MRCs are part of overall emergency response. In Virginia, the MRC office is part of the Health Department and in Maryland, the MRC office works directly under Maryland Department of Health and Mental Hygiene, Office of Emergency Preparedness and Response. The District of Columbia MRC is a Medical Society Initiative in collaboration with the Health Department.

This NCR/MRC Initiative will not only help build public health capacity to provide mass prophylaxis but may also help to meet public health surge by assisting with other public health activities such as monitoring, surveillance, tracking, and providing telephone support to individuals who may be at home in quarantine or isolation. MRC volunteers help to raise public health emergency preparedness and response awareness in communities.

By 2008 with continued support, the NCR MRCs are committed to increasing the pool registered volunteers to 9,101 moving the region significantly forward toward the goal of 20,000 volunteers needed to respond to broad scale public health disasters in the NCR.

INITIATIVE PLAN

ENHANCEMENT OF DISPENSING AND DISTRIBUTION MODALITIES

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

This Initiative is Enhancement of Dispensing and Distribution Modalities

In the event of a public health emergency requiring dispensing and mass distribution of medications to the entire population, multiple types of modalities will need to be implemented. Much of this planning is going on through the Strategic National Stockpile (SNS) program and has been funded, in part, by the CDC Public Health Preparedness Grant and the Cities Readiness Initiatives Program. However, there also are Point of Dispensing (POD) enhancements that need to be completed that are not supported by the CDC Public Health Preparedness Grants. The CRI funding awarded to the NCR is only to develop mass prophylaxis for an anthrax scenario; therefore, there is a gap, including signage, coordination of volunteers, uniform ID/credentialing, law enforcement enhancements for crowd and traffic control, training of other professionals (EMTs, etc.) for operational assistance, development of just-in-time training modules, etc.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative is for the entire National Capital Region which covers the geographic areas of the District, Loudoun, Fairfax, Arlington, Prince William counties and Alexandria in Virginia, as well as Montgomery and Prince George's Counties in Maryland. It will primarily involve the state and local public health departments, but will also include the other disciplines and agencies (local, state, federal) that would be involved in a mass prophylaxis situation.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Resources, Processes and Tools that already exist:
Each jurisdiction in the NCR has existing SNS and POD plans. CRI planning is funded by CDC Preparedness grants but this grant does not have the scope to fund implementation. Leveraging those plans and funding streams with HSGP for implementation would enhance the capability at the local level to complete their mission.

Resources, Processes and Tools that need to be leveraged, created, or acquired:
The NCR needs to:
- Identify and complete enhancements to mass dispensing and distribution sites regarding signage, language translation services, etc;
- Identify those functions and staff that require uniform ID and credentials and provide through systems developed statewide for such purposes;
- Develop and implement training program for law enforcement agencies on their role at these locations. Provide necessary supplies to complete their mission;

- Identify roles for nurse and physician extenders during POD operations. Develop and implement training program for these para-professionals;
- Develop just-in-time training modules for all roles in POD operations across the state; and
- Develop and implement full-scale state-wide exercise to test SNS operations.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

<u>The Health and Medical Working Group and ESF – 8 has oversight of this Initiative.</u>

A team, consisting of representatives of states and local public health, has been working together to develop CRI plans.   The team will be expanded if necessary to accomplish this Initiative. Federal guidelines and state and local plans exist in various formats and varying detail, but need to be adapted to provide the regional plan requested by the SPG.

Law enforcement and other response partners have been variably brought into the planning processes, largely inhibited by competing demands and priorities. Providing funding would enable those entities to have a more active role and respond in the manner which they desire.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative addresses the state goals of protecting the citizens of the National Capital Region and coordinating Public Health, EMS and Hospitals in preparation for chemical, biological, radiological, nuclear and explosive threats.

Medical Surge

INITIATIVE PLAN

NATIONAL CAPITAL REGION SYNDROMIC SURVEILLANCE NETWORK (ESSENCE)

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    National Capital Region Syndromic Surveillance Network (ESSENCE)

    The disease surveillance system captures health department data and is consistent with the National Preparedness Priorities to Strengthen Information Sharing and Collaboration Capabilities, Strengthen CBRNE Detection Response and Decontamination Capabilities, and Strengthen Medial Surge and Mass Prophylaxis Capabilities.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    This system is currently in use in Maryland, Virginia, and the District of Columbia. Each state has its own ESSENCE system behind their firewall which enables the capture of any data desired by the health department. Additional data that is captured regionally by Johns Hopkins University Applied Physics Laboratory (JHU/APL) is sent to each node. Then the health departments' systems aggregate and de-identify data for incorporation into a regional node which is a site that all three states can log into and view health data for the region.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    The equipment for the system is already in place at both JHU/APL and the health departments. Connectivity between the health departments and hospitals, and response protocols are being developed. This project is a continuation of work funded since April 2004. The FY '06 work plan, outlined by our Enhanced Surveillance Operating Group (ESOG), a collaborative body comprised of the JHU/APL and the NCR Public Health community, includes funds to:
    *   Continue the transition of ESSENCE to the local public health entities;
    *   Reduce the noise generated by the data and improve detection capabilities;
    *   Merge traditional surveillance data with syndromic surveillance data;
    *   Provide remote data visualization and entry;
    *   Create a simulation framework to enable scalable exercises;
    *   Provide training opportunities at the local level; and
    *   Strengthen IT capabilities.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

A collaborative body was created during the first year of this project. ESOG is comprised of representatives from both state and local health jurisdictions as well as technical representatives from JHU/APL. There is a chair appointed by the MWCOG Health Officials Committee who, in turn, is responsible to the Chief Administrative Officers Committee and the Senior Policy Group of the NCR. The hospital collaborative groups of each jurisdiction are routinely updated on the status of the system. A Data Sharing Agreement is in place between Maryland, Virginia, the District of Columbia, and JHU/APL to facilitate data sharing for the system. While JHU/APL maintains the central system node, each health department is responsible for the maintenance of their individual node, as well as day-to-day monitoring of both state and regional systems.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This system directly relates to the three Overarching National Priorities:

1.   Implement the National Incident Management and National Response Plan – The ESSENCE system can be utilized by public health professionals during an incident, whether local or national, to help monitor the health's community as well as manage the public health response as need be.

2.   Expanded Regional Collaboration – The NCR's disease surveillance capability is coordinated across the region. Maryland, Virginia, D.C., and JHU/APL have all signed a data sharing agreement allowing aggregated data for all regions in the NCR to be shared across the regional node of the system. Similarly, regional response plans for disease surveillance are in the development stages.

3.   Implement Interim National Infrastructure Protection Plan – The NCR Syndromic Surveillance Network supports the National Infrastructure Protection Plan in that it provides for the early detection of emerging infectious disease, either naturally occurring or manmade. Enabling early detection potentially limits the morbidity and mortality experienced by a community, thus in effect protecting the infrastructure.

The project also relates to the following Priority Capabilities:

o   Information Sharing and Dissemination;
o   Interoperable Communications;
o   CBRNE Detection; and
o   Mass Prophylaxis and Medical Surge.

INITIATIVE PLAN

REGIONAL IMPLEMENTATION OF COMPUTER-ASSISTED TELEPHONE INTERVIEW CAPACITY (CATI)

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    Computer Assisted Telephone Interviewing (CATI) systems will take a step-by-step approach to adapt to existing telecommunications infrastructure using in most cases commercial off-the-shelf software. Interconnectivity can be achieved by a common internet protocol platform that will allow NCR jurisdictions the ability to security share and access each others data.

    CATI expedites and augments staff time in the event of a mass quarantine or other shelter in place emergency. The ability for the health professional to focus on multiple tasks while being helped with phone dialing, record keeping, decision tree support and interacting with patient history at the point of contact allow staff to concentrate on collecting current valuable data. It also affords the telephone operator the needed information in the form of questions during high stress times.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    The geographical context of this Initiative is the National Capital Region, which includes the District of Columbia; the Virginia jurisdictions of Alexandria, Arlington, Fairfax, Prince William and Loudon counties; the Maryland jurisdictions of Montgomery and Prince George's counties.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    Network Technology experts and telecommunication consultants will augment existing county disciplines to implement these turn-key solutions. Currently, the only process that exists for the proposed activity is to call quarantine individuals and track them in a database. Each jurisdiction would do this on their own with no sharing of information. We would leverage existing telecommunication platforms and network infrastructures at the jurisdiction level to connect call takers to computers and each other. To accomplish this project team would look to leverage existing bandwidth and, if not sufficient, look to ways to implement cost effective options.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    Montgomery County manages the project. Local public health jurisdictions have indicated willingness to become CATI enabled. The Health Officials Committee and its subcommittee of Biological Emergency Planners (BEPS) will exercise oversight and provide guidance

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative is directed toward making it possible to meet the requirements of the Overarching National Priorities by expanding regional collaboration and enabling a regional response to threats. This advances the Interim National Preparedness Goal.

INITIATIVE PLAN

GAP ANALYSIS FOR HEALTH AND MEDICAL READINESS-PART 2, A CONTINUATION PROJECT

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

"Gap Analysis for Health and Medical Readiness – Part 2, A Continuation Project"

The National Preparedness Guide identifies eight Critical Capabilities that must be developed and maintained in the health arena. This Initiative begins an analysis of the NCR's status regarding those critical capabilities. The Priority Capabilities included in the proposed gap analysis include:

- Coordination – Region-wide risk assessment framework, determination of public/private vulnerabilities;
- Communication – evaluate strategic communication plan, ESF/ SPG/CAO linked decision-making, assessment of standardized alert notification, and long-term recovery issues
- Collaboration – Evaluate stakeholder involvement and agreement, NCR oversight and accountability; and
- Plan – Incorporation of lessons learned, real time emergent incidents, media partnership in NCR, methods of public emergency information dissemination, presence of public and individual preparedness plans.

The Surge Planning Team will build on work done in preparing the Surge Capacity Concept of Operations, which describes the coordination structure for surge response. During the writing of that document, the team saw a need to identify appropriate standards that can be applied to the unique multi-jurisdictional NCR. The region needs to research standards and protocols, find the ones that apply in this regional situation, and then check to see where the region falls short in both planning and implementation capacity and capability.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The regional construct will include the entire NCR, including the capability of the regions' jurisdictions as a part of their statewide capabilities.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

This is part two of surge planning. Part 1 was the NCR Surge Capacity Concept of Operations. The Surge Planning Team was established by the SPG to develop a Surge Capacity Plan inclusive of Emergency Medical Services, medical care (especially hospitals) and Public Health. This team, consisting of representatives of states and district public health and EMS, hospitals, medical societies and local public health, has been working together since summer of 2004. Federal guidelines, and state and local plans exist in various formats and varying detail, but need to be adapted to provide the regional plan requested by the SPG and expected by the Federal government. The participants will continue to obtain input, feedback, and buy-in from their discipline areas. This is essential to the success of the plan.

The surge team will work with the Surge Planning Committee to

- Research the most up-to-date standards, benchmarks and indices for regional health and medical surge planning;
- Choose or adapt those most appropriate for this unique multi-jurisdictional region;
- Determine the region's status in relation to these benchmarks, measuring the gaps between the benchmarks and the region's current readiness;
- Develop two documents will result from this yearlong collaborative project;
- Set benchmarks for the region;
- Conduct an analysis of the gaps between the benchmarks and the reality; and
- Help to inform funding and allocation decisions throughout the region.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The surge planning effort is under the governance of the SPG and is led by the appointed state representatives, who have asked the Health Officials Committee to provide a chairman. Additional members come from the four main discipline areas of EMS, hospitals, medical societies and local public health. Final approval of plan(s) involves the state health departments, SPG and local jurisdictions' health departments and CAOs. Logistics of the Surge Team work, is managed by COG at the request of the SAA.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

Benchmarking and Gap Analysis are important to Planning, especially in the health and medical arena, since they are new to the emergency preparedness process. The Homeland Security Target Capability Areas addressed by this project include: Triage and Pre-Hospital Treatment, Isolation and Quarantine, and Medical Surge. This Initiative also addresses the target areas of Critical Resource Logistics and Distribution, Mass Prophylaxis and Responder Safety.

Planning, Medical Surge, and Mass Prophylaxis are three of the 15 priority capabilities for the NCR.   Among the NCR "Priority Initiatives" listed for the NCR Strategic Plan is 1.3.2 Prepare Comparative Gap Analysis. This project addresses the health and medical piece of that Initiative.

INITIATIVE PLAN

<u>RAISING PUBLIC HEALTH AWARENESS FOR PUBLIC HEALTH EMERGENCIES:
GOING BEYOND MASS MEDIA FOR MESSAGE DISSEMINATION.</u>

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Raising Public Health Awareness for Public Health Emergencies: Going Beyond Mass Media for Message Dissemination. There is difficulty reaching the general public with common-sense health messaging and this has been identified as a weakness by ESF #8, the Health and Medical Subcommittee of Council of Governments.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This project will encompass all cities, counties, and municipalities across the National Capital Region, which includes Alexandria, Arlington, Fairfax, Loudoun and Prince William counties, the District of Columbia, Montgomery and Prince George's counties.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Resources that already exist include public information officers assigned to support public health messaging for their local and state health departments, in addition to support from federal agency information officials and those assigned to support local governments. We work closely on numerous issues and have formed a Health Public Information Officer (PIO) committee where we convene to discuss issues of mutual concern, and plan to address regional challenges based on needs of the region. We have worked closely with county PIOs on the Citizen Education Campaign for emergency preparedness, and have numerous contacts with capable contractors in the region who are experts in emergency risk communications. These county PIOs will be invaluable to us as we proceed to address the many "special populations" in their communities with pre-event health messages, described in our proposal. Also, we work closely with PIO officials in the transportation industry, which will be valuable in targeting advertising to visitors to the region with emergency preparedness messages.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The Health PIOs will serve as the lead action group for these Initiatives. They will update the Health Officials Committee of the Council of Governments, as well as the local PIOs, on actions taken, progress made, and products delivered. Health PIOs will also work with a local contractor, to help guide efforts in special population identification and needs assessment.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

It is critical that health messages be delivered to the public in a timely manner in order that individuals may take appropriate protective actions. While mass media is one important avenue, health officials must not rely on media to deliver pre-event information and education regarding communicable disease, pandemic flu, and other public health emergencies. With current resources, officials are not sure how "special populations" are receiving their information now. Work needs to be done to find out, then develop and refine these communications channels so that they'll work for both routine health information matters that may affect a targeted population, as well as the urgent public health crisis, where every second counts.

Among the goals and national priorities are: "Creating an informed and prepared community for those who live, work, or visit the NCR." These Initiatives will help further this goal, as well as to engage the public in our plans so that they are better understood, and (hopefully) supported.

INITIATIVE PLAN

UASI FY 06 MEDICAL SURGE

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Medical Surge
This project will enhance the sustained capacity to respond to and recover from "all hazards" events across the NCR by improving medical surge capacity at the site of definitive healthcare (hospitals).

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

This is a regional project, which strengthens the medical surge response in 34 hospitals, which are geographically located in 3 states and 23 jurisdictions defined as the National Capital Region. The Federal government and its employees located in the NCR will also be beneficiaries of this program. Medical surge is a broad based capability transcending specific jurisdictions and forms the composite basis of the regional response. The District of Columbia, Maryland and Northern Virginia combine resources to respond and support each other in the NCR.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The National Capital Region's has 34 licensed and accredited hospitals and the District of Columbia Hospital Association, the Northern Virginia Hospital Alliance, and the coalition of suburban Maryland hospitals/Prince George's County Department of Health already have a solid track record of working closely together to improve hospital medical surge capability. A Mutual Aid Memorandum and a communication system between hospitals have already been developed

and there are tested linkages between the private hospitals and the public health officials throughout the NCR.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

Hospital Chief Executive Officers, with the assistance of their Emergency Preparedness staff, are responsible for the successful implementation of this project at the hospital level. The respective state hospital organizations (District of Columbia Hospital Association, Northern Virginia Hospital Alliance, and Montgomery County/Prince George's Hospital Collaborative) jointly serve as subgrantees and oversee the project. The Senior Policy Group of designated senior leaders from the three states with input from the jurisdictional Administrative Officers provides the strategic guidance for the project.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This project directly improves national response capability by increasing medical surge capacity in the nation's capital. Specifically, it addresses:

- Res.C.1 3.3.2 Provision of emergency medical and dental care.
- Res.C.1 3.3.8 Provide medical equipment and supplies in support of immediate medical response operations and for restocking health care as requested.
- Res.C.1 4.2.2 Activate health care workers and volunteers call systems.
- Res.C.1 4.2.4 Mobilize burn/trauma/pediatric health care specialists.
- Rec. A.1 1.4.4 Execute medical mutual aid agreements.
- Rec. A.1 3.1.1.2 Provide counseling support. (psychiatric hospitals).
- Res. A.1 3.1.1.3 Provide family support services.
- Rec. A.1 3.1.1.4 Provide for worker crisis counseling and mental health and behavioral health support. (psychiatric hospitals).
- Res. C.1 3.3.3.3 Establish alternate emergency care sites/over-flow emergency medical care facilities to manage hospital surge capacity concerns.
- Res. C.1.3.1.1.2.2 Ensure Comprehensive stress management strategies and programs are in place and operational for all emergency responders and workers. (psychiatric hospitals).

INITIATIVE PLAN

METHODS AND MATERIALS FOR INCREASING NATIONAL CAPITAL REGION HOSPITAL AND PUBLIC HEALTH EMERGENCY PREPAREDNESS (NCR HOPHEP)

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Methods and Materials for Increasing National Capital Region Hospital and Public Health Emergency Preparedness consists of the collaboration of four programs earmarked for educating hospital personnel and public health department staff on vital aspects of emergency preparedness: **(1) Hospital Disaster Life Support (HDLS)**, a 16-hour course that provides disaster response continuing education to NCR first receivers who provide patient care and management direction in a hospital during the first stages of a Mass Casualty Incident (MCI), **(2) SiTEL On Demand**, a password secure, intranet-based multimedia rich, educational platform designed to provide instructional content on CBRNE, Avian Flu and other disaster-related topics, compliant with NIMS and NRP, for MD's, RN's, and other hospital staff. SiTEL On Demand will work with the NCR health officers and emergency preparedness planners to develop and implement five public health-specific online courses to promote the linkage of regional collaboration between public health departments and hospitals, **(3) Code Orange**, a computer-based continuing education platform playable over the internet that is used in hospital employee continuing education for mass casualty incident management, and **(4) HICS IV and NIMS Compliance**: Their Impact on Hospital Incident Command, a series of three - 8 hour education seminars on NIMS compliance for hospitals and HICS, the new Hospital Incident Command System from California Emergency Services Authority.

Funding will be used to add public health supplements and provide these four programs at no cost to hospitals and public health departments in the NCR.

NCR HoPHEP programs will provide the following:

- A standardization of emergency preparedness continuing education and education for the hospitals and health departments in the NCR;
- A forum for personnel from hospitals across the region to practice decision-making and improve communication and collaboration in an effort to reinforce NIMS, NRP, and NIPP according to HSPR #5;
- Dedicated Simulation and Training Environment Lab (SiTEL) staff supporting these programs presents locally appropriate curriculum not otherwise available to hospitals and public health because of personnel and budget constraints;
- The opportunity to push out "just-in-time continuing education" to NCR hospitals and health departments in cases of the occurrence of unpredicted events (SiTEL On Demand and Code Orange);
- The HDLS course design presents core content, hands-on exercises and scenario-based drills which are more focused, mentored, and thus more beneficial and effective than those currently found in many NCR hospitals; and
- Present a forum that will discuss NIMS and hospital compliance expectations along with the new HICS IV incident command structure.

The need for NCR HoPHEP programs are supported based on the following strengths and weaknesses identified by the Metropolitan Washington Council of Governments:

- CBRNE Detection: Strength – CBRNE continuing education developed and implemented by the Washington Hospital Center (HDLS) to address limited healthcare staff knowledge. Weakness – Lack of money to provide ongoing continuing education opportunities to staff in order for proficiency. USAI funding of HDLS, SiTEL On Demand and Code Orange

will enable ongoing CBRNE Detection education and continuing education to the NCR to increase hospital and health department staff proficiency.

- Medical Surge: Strength – The Washington Hospital Center has an internet-based educational system (SiTEL On Demand) that could be increasingly helpful to all disciplines, providing competency based continuing education, online resources and many curriculum offerings. Weakness – A standardized,   scenario based, region specific core curriculum which involves live and web-based continuing education with capabilities for tracking competency. USAI funding of HDLS, SiTEL On Demand and Code Orange will provide live and web-based continuing education to all NCR hospital and health department staff, allowing for competency tracking capabilities for a number of disciplines based on emergency preparedness.

- Planning: Strength – Funding is available to provide for the already strong continuing education programs in the NCR. Weakness – ESF #8 does not have a continuing education curriculum or academy and needs better defined goals to establish continuing education that will relate to federal, state, and regionally sponsored exercises. USAI funding of HDLS, Code Orange, and HICS IV and NIMS Compliance will provide a comprehensive template for regional continuing education curriculum goals to better facilitate emergency preparedness exercises and continuing education.

- WMD/Hazardous Materials Response and Decontamination: Strength – Medical continuing education is available in-house and at conferences and institutes in the NCR; the mechanism to deliver programs. Weakness – Regional standardized continuing education; financial assistance for continuing education. Using funding of HDLS, SiTEL On Demand, and Code Orange will provide thorough, regional standardized continuing education to hospital and health department staff at no charge.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

Educational programs will be made available to all of the health departments and hospitals in the Washington Metropolitan Area Council of Governments.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

HDLS and SiTEL On Demand both are fully developed and have been in use since 2004. Code Orange and HICS IV are in the final stages of development, and both are due for summer publication.

Resources and tools such as course faculty and educational content (developed by emergency preparedness experts from the National Capital Region), technological/communication equipment, SiTEL program directors and staff, and program support materials already exist; however, non-UASI funding of these materials is no longer available and new funding must be found to support the continuation of these programs.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

Hospital Chief Executive Officers with the assistance of their Emergency Preparedness staff are responsible for the successful implementation of this project at the hospital level. The respective state hospital organizations (District of Columbia Hospital Association, Northern Virginia Hospital Alliance, and Montgomery County/Prince George's Hospital Collaborative) jointly serve as subgrantees and oversee the project. The Council of Government Health Officers will also provide strategic guidance for the project.

Hospitals in the NCR will be given funding through their respected hospital organizations to be spent on the four projects in NCR HPHEPTI. The Council of Governments Health Officers will receive funding to ensure the availability of the described intranet-based education for health department personnel in the NCR.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

HDLS course is an application of the NIMS and the NRP principles for hospital personnel, and adapts strategies from the 15 "all-hazards" disaster-planning scenarios approved by the DHS and the White House Homeland Security Council. HDLS, created by SiTEL of the ER One Institute in collaboration with experienced clinical, administrative and educational staff from four DC hospitals, is supported by NVHA and DCHA, and held at the vacant DC General Hospital Emergency Department. The course is presented 10 times a year and results in the annual continuing education of up to 500 hospital medical professionals and administrative staff from all 34 hospitals in the NCR, including military hospitals. Funding is requested to add public health supplements and complete implementation to all hospitals and health departments in the NCR.

SiTEL On Demand consists of 80 CBRNE and NIMS/NRP modules currently available online to various personnel at 18 of the 34 NCR hospitals. Funding is requested to add public health supplements and complete implementation to all hospitals and health departments in the NCR.

Code Orange expands Regional Collaboration by training hospital employees and public health staff in the NCR on a systematic approach to hospital incident command and basic principles in NIMS and the NRP. Code Orange provides an online gaming system so individuals at various NCR hospitals and public health departments can play simultaneously in an effort to learn together. Funding is requested to make Code Orange available at no cost to all hospitals and local health departments in the NCR.

The HICS IV and NIMS Compliance forum will provide attendees with the latest information on NIMS compliance for hospitals as well as provide an interactive discussion on the various materials included in HICS IV. In addition, practical application of the material and implementation principles will be presented. HICS IV expands Regional Collaboration by promoting a systematic approach to the planning of emergency operations center management and response principles; therefore providing a regional standard for hospital incident command. Funding is requested to make the HICS IV and NIMS Compliance forum available at no cost to all hospitals and health departments in the NCR.

NCR HoPHEP recognizes the threat to various infrastructures, including healthcare facilities in the NCR. In this regard, aspects of the programs described above will reinforce select principles found in the Interim National Infrastructure Protection Plan.

Planning

INITIATIVE PLAN

CONTINUATION OF COG PROFESSIONAL, TECHNICAL, AND SECRETARIAT SUPPORT

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    Continuation of COG Professional, Technical, and Secretariat Support. COG supports the COG Board of Directors, NCR EPC, CAO's Committee, R-ESFs 1-15/Committees and others in a very broad mission. UASI funds are used to address Homeland Security and emergency preparedness activities to include priority needs and strengths identified through the program and capability evaluation. COG provides assistance to the SAA's representative in the prioritization analysis. COG works with R-ESFs and others to develop Concept Papers/Initiative Plan Templates to address selected priority needs and strengths in the NCR and supports the SAA's representative throughout the UASI process to include assisting with Investment Justification. Once ODP approves projects, COG becomes the project manager for selected projects, provides support to R-ESFs/Committees and others in administering other projects, and provides coordination/communication links between R-ESFs/Committees/others and the SAA's representative and others. COG also works with private, non-profit, for profit and other organizations to address priority needs and strengths identified through the program and capability evaluation.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    COG supports the 18 jurisdictions that make up the National Capital Region and works with them to address regional program and capability needs. COG promotes regional coordination and cooperation in emergency planning and preparedness. COG coordinates the regional collection of jurisdictional data for emergency preparedness projects. COG provides regional promotion and awareness of upcoming emergency preparedness events. COG promotes cross-disciplinary emergency preparedness communications. COG provides timely dissemination of emergency preparedness communications from the COG Board, SAA, SPG, and CAO's to R-ESFs and Technical committees. COG provides planning support to the R-ESFs/Committees. COG collaborates with the SAA's representative to develop strategic guidance for the NCR.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    COG has been in existence for almost 50 years. It has a long, distinguished record of providing leadership and support for programs throughout the region. Fortunately, COG has most of the resources, processes, and tools in place to provide for the continuation of support to the NCR. In fact, COG is ideally suited to provide needed support to the region. COG has professional, trained

staffs who already work with the 15 R-ESFs/Committees as well as a number of technical committees. The primary effort of most of these groups is focused on the enhancement of Homeland Security in the NCR. They have and continue to set up special groups to address specific Homeland Security matters. The processes are well established at COG to provide the needed support. For example, the SAA's representative recently needed a consultant to do facilitation and the COG staff was able to have the contract in place in less than three days. In the area of tools, COG has exceptional meeting room space with all the needed support equipment. The facility is centrally located on the Metro and is used on a continuing basis to support Homeland Security meetings. Finally, the resources, processes, and tools available at COG make it ideally suited to provide needed support in the NCR. Funding is necessary to continue and to enhance the current level of support to the region.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

COG is led by David Robertson, Executive Director. He works for the COG Board of Directors made up of appointed and elected officials from throughout the region. All activities at COG come under the direction of the Board of Directors. COG has the Emergency Preparedness Council (EPC), made up of elected, appointed, and other local, State, and Federal officials plus private and volunteer organizations that provides leadership and policy guidance in the emergency preparedness area. Also, COG has the Chief Administrative Officer's Committee that is made up of Chief Administrative Officers (CAO's) from jurisdictions throughout the region. The Committee provides leadership and direction for Homeland Security and emergency preparedness in the region. It provides supervision, guidance, and direction to the 15 R-ESFs/Committees. The CAO's, Senior Policy Group (SPG), and the State Administrative Agent (SAA) work together to lead and implement the Urban Area Security Initiative in the NCR. COG also coordinates with Office of National Capitol Region Coordination on the NCR Strategic Plan and other matters.

5.   **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

Calvin Smith is the UASI Program Manager and Dave McMillion is the Project Manager for UASI at COG. They work as a team to support Homeland Security in the NCR and to help incorporate the three Overarching National Priorities in the NCR. Mr. Smith works with the COG Board, NCR Emergency Preparedness Council, the CAO's Committee, and the SAA's representative to further NCR Homeland Security Goals and Objectives and to help incorporate the three Overarching National Priorities in the NCR. Mr. McMillion works in coordination with Mr. Smith and COG staff members who work with each of the 15 R-ESFs/Committees, the SAA's representative, and the Regional Program Working Groups to support Homeland Security and help incorporate the three Overarching National Priorities. COG staff members who work with all the R-ESFs/Committees and sub-committees contribute significantly to the enhancement of the Homeland Security Program as they work with the Chairs of the R-ESFs/Committees to incorporate the three Overarching National Priorities and others in their activities. Finally, Program Management is provided by Calvin Smith and Dave McMillion under the supervision of David Robertson, Executive Director of COG. Monthly reports on priority activities are provided to the SAA in accordance with established guidelines.

INITIATIVE PLAN

HAZARDOUS MATERIALS MANAGEMENT COORDINATION PLAN

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    Hazardous Materials Management Coordination Plan

    Responds to National Capability priority "WMD/Hazardous Materials Response and Decontamination." Addresses numerous weaknesses identified in the analysis session related to communication and coordination including:

    - "Needs more regional coordination of training, response, and equipment purchase;"
    - "The current decision making model does not allow for quick, cross-jurisdictional decisions during hazmat incidents;"
    - "Outside of law enforcement few L.E.O. are properly trained in hazmat response;" and
    - "Needs more coordination between federal and state government agencies."

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    Applies to local, state, and federal partners in the NCR.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    R-ESF #10, #3, and #8 committees are well established in the NCR. Communication tools such as RICCS and Web EOC already exist for information sharing.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    This Initiative will be governed by the R-ESF #10,# 3, and #8 committees in the NCR structure.

5. **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

    The Initiative will expand regional collaboration, which is one of the Overarching National Priorities. It applies to the NCR Strategic Plan goals of Planning and Decision Making, Prevention and Mitigation, and Response and Recovery by creating a plan for coordination among R-ESF #3, R-ESF #10, R-ESF #8.

INITIATIVE PLAN

INTEROPERABLE COMMUNICATIONS STUDY

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

This Initiative is the "National Capital Region - Interoperable Communications Study." The Department of Homeland Security (DHS) has identified the lack of interoperable wireless communication systems as an issue that continues to affect public safety agencies in communities across the country. Interoperable communications, the ability to provide an uninterrupted flow of critical real-time information among responding multi-disciplinary and multi-jurisdictional agencies at all levels of government before, during, and after an event, has been identified as a capability specific priority. The Metropolitan Washington Council of Governments (MWCOG) has further identified interoperable communications as one of the regions 14 priority capabilities. This includes supporting efforts to engineer, design, and construct critical communications networks, supporting equipment, and regionally redundant voice and data communications systems.

The Initiative provides for the coordination of efforts to plan, design, and develop an interoperable communications system under consideration by the District of Columbia Department of Transportation (DDOT), Maryland Department of Transportation (MDOT), State Highway Administration (SHA), and Virginia Department of Transportation (VDOT). The study includes coordinating independent interoperable communication improvement projects, establishing uniform regional operating protocols and procedures, and cross-jurisdictional sharing of lessons learned and new technologies. The initiative will be a joint effort and would ensure that jurisdictional transportation agencies acquire the ability to conduct essential interoperable voice and data communications with other responding agencies and departments.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The Initiative will provide the DDOT, MDOT, SHA, and VDOT with the ability to conduct interoperable communications across multi-disciplinary and multijurisdictional boundaries. It would provide the capability to ensure the uniform development of interoperable communications across National Public Safety Planning Advisory Committee (NPSPAC) 800 MHz Call and Tactical radio channels. This would provide transportation agencies with the ability to directly communicate real-time voice and data with first responding law enforcement, fire and emergency, and public works personnel including direct communication links to established emergency operations centers. By coordinating these efforts regionally, transportation agencies can prevent duplication of effort and enhance interoperable communications throughout the NCR.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The DDOT, MDOT, SHA, and VDOT currently own, maintain, or lease communications towers and equipment throughout the NCR. This project will expand upon these resources to ensure the

development of a comprehensive regional interoperable communications system. This joint effort will allow agencies to share costs, leverage existing and new technologies, and develop consistent, unified operating protocols and procedures. The project will also encourage the sharing and dissemination of lessons learned and best practices between agencies.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

Management and oversight of the project will be the responsibility of the MDOT and SHA. SHA will be responsible for reporting the status and final recommendations of the project final report to the MWCOG Management Operations and MOITS committee on a regular basis. SHA will assemble a team of supporting management representatives, systems engineers, and information technology specialists from SHA, DDOT, and VDOT, to support, oversee, and manage the project. The effort will be closely coordinated with other regional interoperable communications projects under design or development. Project meetings will be conducted to keep stakeholders informed of the progress of the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

5. **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

The Initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to ensure responding agencies have the capability to conduct real-time interoperable voice and data communications necessary to share critical information and support emergency operations.

Communications interoperability underpins the ability of Federal, State, regional, and local entities to work together effectively to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, and other emergency events. By supporting these efforts, the Initiative serves to improve public safety and provides redundant communications systems and consistent shared systems architecture to provide interoperable voice and data emergency communications throughout the NCR.

INITIATIVE PLAN

EVACUATION TIME ESTIMATES – HOW MUCH TIME DO WE NEED?

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

This Initiative will divide up the NCR that is within the I-495 beltway into unique geographical zones, identify the location and different population groups within each zone, and through a simulation model, determine the time it would take to clear that particular zone. The two goals for this Initiative are 1) to provide senior leadership with a better understanding on the estimated clearance time for each zone, so that they are better prepared to understand the possible time period with which they are working when ordering an evacuation, and 2) to provide

a baseline of information, in which new strategies can be created to either lengthen or shorten the time period needed to safely evacuate a particular zone.

Evacuation planning was identified as a need by many of the NCR stakeholders during a target capabilities workshop. Specific target capabilities mentioned regarding evacuation planning included interoperable communication, citizen's awareness, and planning. These target capabilities addressed weaknesses that included a lack of regional preparedness in transportation plans and a viable evacuation plan. This Initiative will be a significant tool in determining and understanding the District's, and more importantly, the NCR's, current state-of-the-practice for evacuation preparedness.

There will be two deliverables for this Initiative. The first will be a map with supporting documentation that illustrates each evacuation zone created for this project with the expected evacuation times labeled in each zone. There will be multiple evacuation times for each zone based on if the population need to move to either the adjoining zone, or if it needs to move a further distance. The second deliverable will be a document that provides transportation-related recommendations to NCR agencies, based on a select number of public emergency scenarios that either increase or decrease the clearance time for each evacuation zone. Some public emergencies may require an immediate clearance time, while others may not. Proper management of the population during an evacuation order will be critical to the response of the public emergency. This will ultimately become a tool for NCR senior management to better manage first responder resources and public information.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will affect each of the three jurisdictions within the NCR. The modeling area where the time estimate would be developed would only include the population within the National Beltway (I-495), however, the regional transportation network could be extended beyond the beltway if it is determined necessary for an accurate time estimate. This Initiative will be conducted through the District Department of Transportation, and supported by regional department of transportation's and MWCOG working groups.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

To accomplish this Initiative, a majority of the data requirements will be gathered from preexisting data resources. Regional coordination groups charged with developing regional transportation models may be requested to provide parts of their data sets to support this Initiative to limit the possibility in redundancy of effort. The same would be done for population information. A consulting firm with strong transportation modeling expertise would be needed to successfully implement this Initiative.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be developed through DDOT with strong support from the regional, State and local department of transportations. Oversight in regards to the management of the grant will be provided from the SAA Office. Subject matter expertise and guidance will also be requested from

regional committees such as Management, Operations and Intelligent Transportation Systems Policy & Technical Task Forces (MOITS) and RESF#1 and RECP committees at the Metropolitan Council of Governments.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative deals directly with emergency transportation planning with an emphasis on evacuation understanding. Through better understanding of the requirements and the thresholds needed for implementing an evacuation, the program will be stronger as a protective action.

This Initiative directly correlates with the National Priority for increasing regional coordination and many of the identified State target capability priorities. This Initiative, by crossing multiple jurisdictions will ensure regional coordination occurs with a common goal.

INITIATIVE PLAN

EMERGENCY TRANSPORTATION ANNEX (ETA) – TESTING, EXERCISING, AND RESOURCE DEVELOPMENT

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

This Initiative is Emergency Transportation Annex (ETA) – Testing, Exercising, and Resource Development. This Initiative has been established to ensure public safety agencies, including transportation departments within the NCR, are prepared when requested to activate an emergency evacuation. DDOT, as lead agency for ESF#1 is responsible for maintaining the ETA. The ETA is a supplement within the DRP and focuses on the command and control and transportation operations required during a public emergency where the appropriate protective action is evacuation.

Evacuation planning was identified as a need by many of the NCR stakeholders during a target capabilities workshop. Specific target capabilities mentioned regarding evacuation planning included interoperable communication, citizen's awareness, and planning. These target capabilities addressed weaknesses that included a lack of regional preparedness in transportation plans and a viable evacuation plan. The ETA begins to address many of the concerns identified in the target capabilities, but it needs to be taken to the next level.

The final deliverable for this Initiative will be an updated version of the ETA document which includes a graphical redesign and updated data information based on gaps discovered during everyday operations and several planned exercises. Other deliverables include developing quick reference material to ensure proper execution of the ETA, development of MOU/MOA's that are needed, and small item equipment needed to properly implement the ETA.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will be based within the DDOT and address a DDOT/District specific document. Many of the tasks identified in the concept paper can only be accomplished with strong coordination from the National Capital Region partners. Transportation and evacuation routes are interdependent. Therefore, the Initiatives will impact surrounding jurisdictions.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Many of the resources needed for conducting an evacuation already exist within the District of Columbia and the surrounding jurisdictions. However, the assets to ensure the effective deployment of those resources are lacking. This Initiative, based on the current ETA, will develop the necessary tools needed for the proper implementation of an evacuation from within the NCR. Through contract support, items such as quick reference booklets, senior leadership checklists and an updated ETA will be developed. Exercises and training programs will also be needed to identify and fill gaps. This Initiative is focused at finding short term solutions to a major problem.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be developed through DDOT. Management of the grant will be provided from the SAA Office. Subject matter expertise will be provided by regional committees, such as Management, Operations and Intelligent Transportation Systems Policy & Technical Task Forces (MOITS), RESF #1 and RECP committees at the Metropolitan Council of Governments. Also, the District EPC panel would also receive updates and recommendations as well.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative deals directly with emergency transportation planning with an emphasis on evacuation management. Two of the national priorities will be addressed within this Initiative, implementation of the NIMS, and increased regional coordination. This Initiative will ensure as protocols and procedures are developed they are NIMS compliant and issues requiring regional jurisdiction has been addressed.

INITIATIVE PLAN

REGIONAL FIRE AND RESCUE HOMELAND SECURITY STAFF

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

The NCR Fire Services seek to improve the overall ability of the region to effectively manage, administratively support, and implement the UASI grant process and identified Initiatives. Project

staffing, (i.e. project manager, planning/preparedness, training, NIMS implementation, and logistical support) is required to ensure the regional Initiatives are implemented in an effective and timely manner. Adequate and efficient project management will help to ensure that project milestones and objectives are attained. In order to successfully attain the target capabilities of interoperable communications, CBRNE detection, explosive device response, WMD hazardous materials response, citizen protection, resource logistics and distribution, planning, and mass care, plans/procedures must be developed, personnel must be trained, equipment must be purchased and maintained, and incident command principles must be utilized. Additionally, these positions are necessary to ensure compliance with all requirements established by the Department of Homeland Security and to remain eligible to receive future UASI funding.

One of the most important goals out of this Initiative is to increase the preparedness and to improve the response and recovery of the region's fire and emergency medical services. The effort will enhance the ability of the regional fire and rescue services to respond to one or more significant incidents with common plans, an understanding of regional standard operating procedures, and utilization of a robust mutual aid system.

Due to the life cycle of updating/enhancing planning documents, continuing education and training requirements for new responders, the need for continued logistical support, and on-going NIMS requirements, it is expected that these positions will be required for the foreseeable future.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The Fire/Rescue Regional Homeland Security staff is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the Metropolitan Washington Council of Governments and the National Capital Region. Staff members will address and work on Initiatives that encompass the entire NCR/COG region.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Currently, adequate resources do not exist to provide the planning, training, and logistical support and oversight that is necessary for the region. Dedicated staffing is necessary to ensure that critical UASI Initiatives are implemented, managed, evaluated, and documented in an effective and efficient manner.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The COG Fire Chiefs Committee is the sponsoring organization for the Homeland Security staff Initiative. This is a multi-jurisdictional committee that will have direct oversight over the coordinator and staff. Adequate supervision by the committee will ensure that project objectives, milestones, and deliverables are attained.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

The Homeland security Staff Initiative is closely aligned with and complements all three of the National Priorities.

Implement National Incident Management System and National Response Plan:

Homeland Security Presidential Directive #5 requires adoption and implementation of NIMS. Award of the UASI grants is predicated on compliance with this requirement. The NIMS compliance officer will be responsible for coordinating incident command system (ICS) training/exercises for the region, resource typing for planning/preparedness, regional coordination with components of the National Response Plan (NRP), and all of the necessary documentation.

Expand Regional Collaboration:

The Fire and Rescue Homeland Security staff is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the National Capital Region and the Metropolitan Washington Council of Governments.

Implement the Interim National Infrastructure Protection Plan:

Effective regional planning, training, logistical support and management of UASI Initiatives facilitates protection of critical infrastructure and minimizing the adverse impact of an incident.

INITIATIVE PLAN

NCR PLANNING INITIATIVE

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Initiative Title: "NCR Planning Initiative"

Address Needs & Priorities: The NCR has several Planning needs to support both the state and local operational plans and the coordination of plans across the region. As identified within the capability review, the primary gaps in planning were:

- Coordination of Plans across the region
- Use of subject matter experts in the development of plans
- Dedicated personnel to support the planning process
- Plan sharing tools
- Resources to take large plans and develop targeted checklists and pocket guides for personnel who need to implement different aspects of the plan
- The training and Exercising of plans (this gap will be addressed in a separate concept paper)
- The corrective action and improvement plan support to make plans better

Dedicated Planners - The key to making a good plan is to utilize professional planners who work in the NCR and partner them with subject matter expertise in the specific discipline. Although contractors have been utilized in the past to develop many plans, a small group of dedicated planners with contractor support working with detailed personnel from a specific discipline can assure that the plan is consistent with other plans in the State or locality and has the subject matter expertise needed. Personnel hires will focus on State and local operational plan development and coordination. These persons would act as the planning experts, plan writers, project managers, corrective action managers and plan reviewers for plans supporting large-scale events in the region. This cost would be continued each year for the next five years. This group will focus on the plans considered the highest priority each year, reviewing and ensuring compliance with models such as emergency management assessment program. The short term plans this group will focus on improving are:

- Mass Care Planning
- Evacuation Planning
- Planning for persons with special needs
- Developing decision-making planning tools
- Donations and volunteer management plans
- NCR resources tracking plans
- Bioterrorism and Strategic National Stockpile Plans
- Hazardous Material response plans
- IED Response SOPs

All plans will also be supported by SOPs and checklists to improve implementation.

Contractor support for the Dedicated Planners will be utilized as the primary writers and researchers for plans where the above mentioned writers and "detailed subject matter experts" cannot develop the plan in a timely manner. Contractors will also be used to supplement the dedicated personnel when necessary. Contractors working with the dedicated planners and detailed subject matter experts will also develop planning checklists and pocket-guides for plans targeted for persons required to implement aspects of that plan (1,700,000 first year and 900,000 each additional year). The contractor working with the dedicated planners and the Exercise and Training Over-site Panel will ensure corrective action regarding plans that are being implemented.

Detailing support for subject matter experts – the proposal requests funding to backfill subject matter experts for a length of time in a similar fashion that first responders are backfilled from their positions when they attend training. The result would allow persons to support planning without the program losing personnel for the months required to develop plans. (650,000 first year and 400,000 each additional year for 5 years.

Plan Sharing tool – the region will leverage the council of government or another web-site with password protection to support sharing. The dedicated planners will support this and no funding will be required for website support.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

Geographic Area: This Initiative involves all local jurisdictions within the NCR. The contract will be managed through a single jurisdiction, but coordinated through the regional Emergency Managers committee.

It allows for a centralized approach across multiple operational entities. The plans would also allow consistency with large regional response incidents.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

Resources & Tools: This Initiative will require funding for a several Planners working with the Emergency Managers supporting the region, contractors, contractor development of plans, development of planning tools and to print these tools plans and tools as needed. Groups that would be leveraged would include the current regional emergency management community, the regional planners, the council of governments and proactive groups across the region including the board of trade.

Contractors would require a significant portion of resources to support the development of plans, development of planning tools and checklists.

The final resource required in addition to the personnel support and contractor support is funding to backfill subject matter experts for a length of time in a similar fashion that first responders are backfilled from their positions when they attend training. The result would allow persons to support planning without the program losing personnel for the months required to develop plans.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

High-Level Governance: Members of COG R-ESF 5 Committees will be invited to participate directly in a project advisory committee that will review the technical and administrative progress and direction of the Initiative. Presentations on the Initiative's progress will also be presented at regular COG R-ESF 5 committee to obtain additional feedback and suggestions.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

Expand Regional Collaboration: The Initiative supports this National Priority by coordinating the planning process across the region, promoting regional collaboration through the development of regional processes for response organizations.

INITIATIVE PLAN

<u>NATIONAL CAPITAL REGION EMERGENCY OPERATIONS AND COORDINATION PLANNING</u>

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

   Planning: This Initiative will provide planning staff and contract support to assist the local governments in creating, updating and coordinating plans within the National Capital Region. Current plans have been assessed several different ways including the completion of a regional EMAP assessment and exercise and evaluations. Local and regional plans need to be updated in several specific areas. The planning staff will be primarily utilized to work on the following priorities, not necessarily in order:

   - Ensuring EMAP compliance where applicable
   - Evacuation Planning
   - Mass Care/Sheltering planning including animals and host centers and agreements
   - Regional Coordination Planning
   - Regional Response Planning
   - Continuity of Government planning
   - Continuity of Operations Planning
   - Recovery planning

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

   This planning Initiative will involve the NCR as defined by Federal legislation. Planning staff is proposed as follows:

   - District of Columbia: 1 position
   - Prince George's County: 2 positions (to include City and Towns within)
   - Montgomery County: 2 positions (to include City and Towns within)
   - Prince William County: 2 positions (to include City and Towns within)
   - Loudoun County: 1 position
   - Fairfax County: 2 positions (to include City and Towns within)
   - Arlington County: 1 position
   - City of Alexandria: 1 position
   - City of Falls Church: 1 position

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

   Each local government has personnel in place to work on planning issues related to homeland security. Currently these staff members are over extended keeping individual jurisdiction plans up

to date and relevant. Additional planning staff will allow a regional planning group to be formed to accomplish the tasks mentioned in #1. Additionally a pool of additional money will be allocated to purchase contract support if needed to complete the tasks.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The existing Council of Governments Emergency Management Committee will govern this Initiative. Every jurisdiction and additional Federal partners are members of this committee. Plans will be developed and sent to all relevant ESF committees for review if applicable. The Chief Administrative Officer's Committee at COG will approve regional plans.

Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

Planning is the foundation on which all capabilities are developed and enhanced. Planning is a mechanism to develop, validate, and maintain plans, policies, and procedures describing how the entire response spectrum will coordinate and manage resources to prevent, protect, respond to and recover from all disasters. Planning processes incorporate hazard analysis and risk assessment.

Planning supports all of the Emergency Support Functions and all response agencies including Federal, State and local assets. Planning ensures implementation of the National Incident Management System, coordinates with the National Response Plan and develops regional capabilities.

INITIATIVE PLAN

REGIONAL TRAINING AND EXERCISES

1.   **Provide the Name of this Initiative.   Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Regional Training and Exercises. This Initiative is a continuation of funding available for training and exercises to evaluate the NCRs response, recovery, mitigation and prevention of all potential disasters.

- Training is essential to ensure all persons involved in the response, recovery, mitigation and prevention activities are proficient in all of the tasks necessary to meet the target capabilities.
- Exercises validate both training and plans and procedures. Exercises are an essential part of the analysis process that defines the strengths and weaknesses of our efforts.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will essentially provide funding to the exercise and training oversight panel (ETOP) to be utilized for regional training and exercise activities. The training and exercises will be for the entire NCR region as defined by law.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The NCR ETOP consists of representatives of the three states and other selected representatives. Its mission is to develop training and exercise programs for the NCR and to evaluate all exercises and monitor improvement plans.   Additional existing staff throughout the Emergency Management discipline provides resources to this effort. This is a continuation of a previously funded program that has purchased assets to assist in the delivery of these programs including upcoming exercise equipment caches.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be governed by the ETOP who reports to the Senior Policy Group and the Chief Administrative Officer's Committee.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

Training provides the knowledge necessary to carry out the missions identified in the strategic plan for the NCR including prevention, mitigation, response and recovery. All members of the community need to be trained on their role in the safety and security of the NCR. Training is necessary to fully implement the National Incident Management System and to coordinate regional plans and procedures.

Exercises help to identify strengths, gaps and weaknesses across capabilities, tasks, disciplines and missions.   The after action reports are essential to strategic planning and decision making, ultimately leading to our operational readiness.

INITIATIVE PLAN

UASI NCR FAMILY ASSISTANCE/REUNIFICATION CENTER

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

National Capital Region Family Assistance Center Initiative (NCR FAC Initiative)
Providing   Immediate   Assistance   &   Information—Formulating   &   Solidifying   the Communications Channels: Family Assistance Center & Roam Secure

Immediately following a terrorist attack or other significant emergency incident in the National Capital Region, it is imperative that those affected by the referenced emergency are provided with the needed services. Immediate assistance, immediate information, and immediate coordination between the agencies and organizations providing the information/services is needed and warranted.

Immediate Assistance: The Family Assistance Center.

The National Capital Region Family Assistance Center is a vehicle that is designed to assist affected communities and their residents by providing a centralized location for services and resource referrals for unmet needs following a disaster. Throughout the course of history, Family Assistance Centers (FACs) have been established to provide various services to those in need. Most recently, these referenced centers were established to address specific emergencies and catastrophes, such as natural disasters, oil spills, and terrorist attacks. Following the Terrorist Attacks occurring on 11 September 2001, FACs were created to assist those directly affected by the attacks, providing information, support, and food. The functions of a FAC are quite modular in nature, providing various services, as warranted by the given disaster or emergency. With the utilization of technology, many of the FAC's functions can be delivered, assessed, or moderated via the use of the Internet, Telephones, and Internet/Telephonic enabled devices. With the mobilization of society, it is imperative that the response be one of a mobilized nature—being available and accessible to all in need. Although the theoretical concepts of a FAC may be constructed, developed, and finalized, the formation of the FAC and the operations of the FAC require intense planning, coordination between vested agencies and organizations, and community engagement.   In fact, the plan is the starting point, providing valuable insight into what, in fact, the response and the assistance should be, as well as how to provide that response and the assistance. Although the plan is a starting point, additional team-building (agency and organizational coordination, collaboration, and corroboration); an aggressive communications campaign—one that engages the community, possible/probable FAC consumers; and training for those staffing the FAC and managing its operations is warranted and needed, before the occurrence of an incident.

Immediate Information: Roam Secure

During a major crisis (e.g., natural disaster, terrorism, etc.), Family Reunification (i.e., one of the services that can be offered/coordinated by the FAC) becomes a significant issue. As Hurricane Katrina, the London Bombings, and Tsunami disasters illustrated, those affected by the disaster are often separated from spouses, children, and family members, and commence "Family Reunification" journeys/activities in an attempt to find/communicate with their loved ones. Without immediate information and clear, precise, and organized communication channels/processes, these "Reunification Activities" can become grueling and nightmarish. Additionally, workers providing various services to those in need can become inundated. Immediate information, coordinated and/or provided by the FAC, is needed, and the communication channels and vehicles should be constructed and in place prior to the occurrence of an incident.

The Family Assistance Center Initiative will allow for, and assist in, the continuance of the following:

- Planning: effective planning prior to the occurrence of an incident, as well as the formation of contingency plans & risk mitigation plans.

- Agency/Organization Coordination: the continued coordination efforts (involving all vested parties, those offering assistance to, or supporting the FAC's Operations).
- Community Engagement: informing and involving probable consumers (those requiring assistance, following a significant emergency/incident), prior to the actual utilization of the services during the existence of a FAC, effectuating and solidifying organized processes— prior to the occurrence of an incident.
- Information Sharing: the development of information sharing capabilities to be used by FAC consumers, and offered/coordinated by the FAC.
- Regional Construct: Briefly describe the geographical context of this Initiative.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The Family Assistance Center Initiative expands across the National Capital Region, which illustrated the below. (Please see the below chart and map.)

	Jurisdiction	Estimated Population 2004
1	Arlington County, VA	186,117
2	District of Columbia (DC)	553,523
3	Fairfax County, VA	1,003,157
4	Frederick County, MD	217,653
5	Loudoun County, VA	239,156
6	Montgomery County, MD	921,690
7	Prince George's County, MD	842,967
8	Prince William County, VA	336,586
	Total Estimated Population 2004	**4,300,849**

Source: U.S. Census Bureau, 2004 Population Estimates, Census.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

During FY '05, the following activities were commenced:

- Phase A: Plan Initiation & Development Phase: the research-based development of the referenced plan, facilitation of 'regional' discussions–guiding the plan development activities, and the formulation of the plan's conceptual foundation.

- Phase B: Plan Exercise: the exercising of the referenced plan, includes an interim exercise to assist in the plan's formation and finalization.

- Phase C: Plan Final Delivery Phase: the integration of lessons learned from the aforementioned exercise, COG-NCR approval activities, and the presentation of the plan to the State Authorizing Authority.

In the Upcoming Year, to sustain and continue the Family Assistance Initiative, the following shall be pursued:

- Training & Educational Outreach: those overseeing the FAC's Operations and those providing FAC services.

- Continuation of Equipment Procurement Activities.

- Community Outreach/Communications Campaign: assisting jurisdictions in their quests to provide convey information to the public.

Virtual Aspects: incorporating and addressing "virtual" options (internet, call centers).

Additional Plan Exercises: practice sessions to assist in the preparation of a unified regional response—addressing the modularity of the referenced plan.

Regional Connectivity Activities: activities to assist in (and foster) regional interoperability, regional cooperation, and regional 'connectivity.'

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

During the upcoming year, the Family Assistance Center Initiative will utilize the current Governance Structure, which appears below and can be accessed via the following link (Concept Of   Operations,   Involved   Parties,   Other   Pertinent   Information): http://ncrfacplan.us/SG%20Management%20Tools.htm.

- **Stakeholders**: The Stakeholders Group is a rather large group comprised of multi-disciplinary representatives across the NCR. NCR Stakeholders shall be defined as those who appear in the following categories: Consumers of the FAC's services; Service Providers; Product Suppliers; Members of the Stakeholders' Community–including Offices of Emergency Management and NGOs, as appropriate.

- **Steering Group**: The Steering Group is comprised of a small group of regional stakeholders who have direct input into the plan development. The primary objective of the Steering Group is to represent the various diverse interests and requirements, and provide guidance to the Project Manager and the NCR Plan Development Team.   The Steering Group represents the needs of the National Capital Region's Stakeholders. Notation: The members of the Expanded Steering Group have been identified and invited.
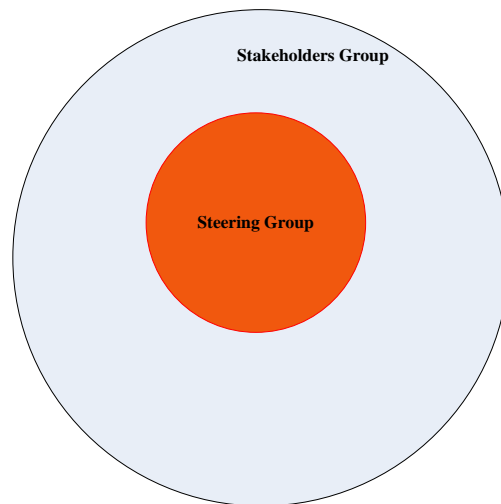
5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

The Family Assistance Center Initiative addresses the following Overarching National Priorities: Expanded and Regional Collaboration, and implementation of NIMS and NRP. Although the Family Assistance Center (FAC) and its operations are not explicitly and specifically addressed in the referenced plans, the FAC's utilization and its operations are implicit, and are essentially embedded within the fabric of these documents.

INITIATIVE PLAN

NCR REGIONAL EMERGENCY PLANNING FOR SHELTERING COMPANION ANIMALS (PETS)

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Initiative Name: NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)

Sheltering and care for Companion Animal/Pets was explicitly raised as a weakness in the NCR Mass Care Capability Review Session and again in the NCR Evacuation and/or In-Place Protection Capability Review Session. This Initiative explicitly addresses the weaknesses raised in those sessions, and will make these issues a strength.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

This planning will be conducted across the National Capital Region, where Title 10, United States Code, Section 2674 (f)(2) provides the following definition:

- The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince George's

Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Jurisdictional animal services agencies and emergency management agencies will cooperate with animal humane organizations and interested community-based organizations to develop emergency/disaster plans and implement activities. Each participating agency and organization may contribute staff expertise, equipment and materials in a cooperative effort to standardize emergency and disaster plans and operational procedures. Private funding and "in kind" donations from The Humane Society of the US and other private sources (pet product stores) will supplement project funds.

Gaps in needed equipment will be identified and additional support will be solicited for the highest priority equipment not already available:

- Document all key Emergency Animal Care partners and their roles and Capabilities.
    - o   Some of this may already exist, and what does exist will need to be leveraged to identify the remaining partners, along with their roles and capabilities.
- Document any standards for Emergency Animal Care which may exist across the US:
    - o   The project partners are unaware of any specific standards which exist locally or nationally, but understand that some standards development may be in process.
    - o   The project partners will leverage any existing standards, along with their existing expertise to define key standards for the NCR.
- Assess existing Emergency Animal Care plans throughout region to ID gaps, issues and opportunities for integration across the plans:
    - o   In this step the project partners will leverage any existing plans for Emergency Animal Care as the basis for the new plans to be developed.
- Coordinate NCR jurisdiction's disaster evacuation and emergency animal sheltering plans for people with animals:
    - o   While the project partners hope that there will be items to leverage from existing plans, it is expected that these plans will need to be developed from scratch, utilizing the expertise from the MWCOG Animal Services Disaster Preparedness Subcommittee and other appropriate sources.
- Identification of appropriate shelters and accommodations for people with animals:
    - o   While the project partners know that there will be items to leverage from existing plans, it is expected that these plans will need to be developed and refined, utilizing the expertise from the MWCOG Animal Services Disaster Preparedness Subcommittee and other appropriate sources.
- Develop a common public information message and a campaign about people/animal sheltering options for government and private organizations to publicize:
    - o   While the project partners know that there are many examples of public messages, it is expected that these messages will need to be reviewed and standardized, then negotiated with key agencies and organizations, utilizing the expertise from the

MWCOG Animal Services Disaster Preparedness Subcommittee and public information officers.

- Plan an exercise or series of exercises for the plans to analyze and improve the effectiveness of these plans:
  - o While the project partners hope that there will be exercise components to leverage from existing exercises, it is expected that these exercises will need to be developed from scratch, utilizing the expertise from MWCOG Animal Services Disaster Preparedness Subcommittee and local or state emergency managers.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

Government animal services and emergency management will cooperate with humane and interested community-based organizations to develop and implement emergency/disaster activities. Each participating agency and organization will contribute staff expertise, equipment and materials in a cooperative effort to standardize emergency and disaster plans and operational procedures. Private funding and "in kind" donations from The Humane Society of the US and other private sources (e.g. pet product stores) will supplement project funds. Gaps in needed equipment will be identified and additional support will be solicited for the highest priority equipment, not already available.

- Daily Supervision and overall project management will be conducted by Fairfax County Office of Animal Services in conjunction with the Fairfax County Office of Emergency Management. They will also provide for the administrative and reporting requirements of the grant.

- The Metropolitan Washington Council of Government's Animal Services Disaster Preparedness Sub Committee will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan. They will provide other Project Coordination/Management support as required.

- A working group of the Animal Services Disaster Preparedness Sub Committee will be formed to review and advise on areas of specialization. This working will include participants from most key stakeholder parties (public and private).

- Proposed working group members include, but are not limited to:

Name	Jurisdiction	Agency	Sector
Mike Lucas	Fairfax County	Animal Services	
Becky McKinney	Fairfax County	OEM	
Rodney Taylor	Prince George's County	Animal Services	
Peggy Keller	DC	DOH	Health
Russell Gardner	DC	EMA	
Paul Hibler	Montgomery County	Animal Services	
Kathy Talbott	Montgomery County		
Jay Kinney	Montgomery County	Dept of Aging	Sheltering
Sue Mahon/Cindy Causey	Commonwealth of Virginia	VDEM	
Steven Dickstein	MW COG	COG	
Oliver Davidson	All NCR Jurisdictions	Humane Society of the US	Disaster Services

- Key stakeholders include:
  - o NCR Emergency Managers
  - o NCR Offices of Animal Services
  - o NCR Human Services Offices
  - o NCR VOAD member agencies
  - o NCR Humane Societies and other Animal Care organizations
  - o Nonprofit Emergency Preparedness Task Force
  - o Metro Coalition of Volunteer Centers
- Reports will be produced by working group to Jurisdictions as well as to the public.

5. Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan" as animal care was explicitly added to ESFs #6 and #11 in the National Response Plan.

In order to fulfill this overarching priority, the NCR needs to conduct the specific planning defined by this Initiative.

This Initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and collaboration of partners through the region and its comprising jurisdictions.

Providing for "Animal Protection and Care" was a specific sub Initiative under Goal 1, Object 3, Initiative 2 – "Conduct gap analysis, develop recommendations and take appropriate actions" – in the NCR Strategic Plan, updated 11/18/05.   During the Strategic planning process, it was determined that Animal Protection and Care was an identified Gap in the NCR overall preparedness and needed to be addressed immediately.   It is estimated that approximately 68 percent of the NCR population has pets and one of the predominant reason for people ignoring evacuation orders is uncertainty over the availability and quality of pet sheltering.

INITIATIVE PLAN

STRATEGIC PLANNING FOR A HEALTH AND MEDICAL CORE CURRICULUM

1. Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Name of Initiative: Strategic Planning for a Health and Medical Core Curriculum
A core curriculum in all-hazards emergency preparedness and response would meet requirements of the National Response Plan and

- Build high-priority R-ESF #8's medical surge and mass prophylaxis capabilities throughout the national capitol region by standardizing training regionally; and increasing and tracking worker competencies; and

- Respond to weaknesses identified in the NCR capability review. The effectiveness and efficiency of continuing education programs and products in emergency preparedness for health and medical workers is unproven because learning opportunities are not always:
  o standards-based
  o consistent in content
  o accessible in format
  o synchronized with local, state, and federally-sponsored drills and exercises
  o reflective of needs assessment and gap analysis findings from ETOP, state agencies, etc.

2. Regional Construct: Briefly describe the geographical context of this Initiative.

The project will serve all public health, medical, and pre-hospital emergency personnel throughout Virginia, Maryland, and the District of Columbia.

The resulting core curriculum plan would establish baseline awareness-level knowledge, skills, and abilities for workers within all R-ESF #8 disciplines including, but not limited to, hospitals, EMS, Medical Reserve Corps, medical society, behavioral and mental health, public health, and private clinicians. Related educational programs and products (courses, modules, etc.) would be identified and prioritized; implementation/dissemination of recommendations would be included.

Pg. 2, Strategic Planning for a Health and Medical Core Curriculum - N. Fones, 1/26/06

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

By the end of the project:

1. All existing NCR educational programs in health and medical emergency preparedness would be identified and any need to develop additional offerings would be specified

2. Consolidation options would be considered

3. A core set of instruction would be prioritized

4. Dissemination formats would be determined

5. A draft implementation plan would be ready for ratification and subsequent field testing

   o Existing resources include:
     - professional trainers are already employed within each of the NCR geographical areas
     - current ETOP member expertise and results from their ongoing analyses are available
     - web-based training infrastructure and development support through R-ESF8 resources exists, including The Washington Hospital Center and Virginia's learning management system
   o Resources to be acquired include:

> ▪ contractor and/or university partner(s) to help collect, display, describe, critique, and report on existing worker education through the region; and facilitate the roundtable forum
> ▪ rental of a site to conduct a roundtable forum during which existing educational materials would be displayed and discussed (including expenses for area stakeholders to attend)

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The project will be conducted by the Training Steering Committee, recently commissioned by R-ESF #8's regional health officials. It will include representation from all R-ESF #8 disciplines.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

Presidential and state directives for area coordination and efficiency would be served by this project. UASI goals related to incident emergency prevention and mitigation would be furthered.

Additionally, the following Overarching National Priorities would be addressed:

- Regional information sharing and collaboration would be expanded because the amassed professional development items would be multi-disciplinary in nature and would be institutionalized in a multi-jurisdictional manner.

- NIMS and CBRNE capabilities would be strengthened because required coursework would fall under umbrella topics including incident management and WMD.

- Medical Surge and Mass Prophylaxis capabilities would be enhanced with the curriculum's inclusion of topics related to infection prevention and management (such as isolation/quarantine, disaster behavioral health interventions, special population requirements).

INITIATIVE PLAN

MEDICAL PROPHYLAXIS AND SURGE PLANNING

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

Medical Prophylaxis and Surge Planning

The only way the Mass Prophylaxis and Medical Surge priorities can be met is if the necessary personnel are in place to create and implement the required plans and actions. Currently, there are insufficient human resources to do so. Additional expenditures on physical goods, without the necessary people-support, will be an inefficient investment at best.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This proposal will support the entire National Capital Region by providing one additional planner per Health Department in the NCR as well as a planner for Frederick County to improve regional coordination with and response from an essential neighboring jurisdiction.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

Public Health Emergency Planners and Epidemiologists currently exist in local jurisdictions and some parts of the Region. As a result of their work, many processes and tools are currently in place. To date, more emphasis has been placed on "tools" and equipment than on the people necessary to implement the processes and utilize the tools. Public Health also has the primary responsibility for Mass Prophylaxis and much responsibility for Medical and Public Health Surge – two of the highest priorities for the Region. Additional human resources are urgently needed to support and expand these efforts, especially in light of the increasing demands for additional planning with the Cities Readiness Initiative. An additional nine planners will have a substantial impact and improvement on the processes, and an enhanced ability to use the tools needed to meet the goals, objectives, and priorities.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

Staffing selections would be made by each local Health Department to augment existing personnel capabilities. Overarching governance will be provided by the Health Officers Committee, with the support of the CAO and SPG committees.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative is explicitly directed toward making it possible to meet the requirements of the overall State(s) homeland security program(s), and to help incorporate all of the Overarching National Priorities into the Public Health venue.

INITIATIVE PLAN

REGIONAL ENERGY EMERGENCY EXERCISE AND TRAINING PROGRAM

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Regional Energy Emergency Exercise and Training Program

Energy is, unarguably, the "critical path" to most other critical infrastructures. Hurricane Katrina is the most visible and recent example of what can happen during an emergency coupled with shortages of energy supplies. The ability to effectively respond to energy emergencies hinges on a

systematic approach, well trained personnel, good communication and coordination, and a set of procedures that are previously defined and tested prior to an emergency.

The program and capability evaluation identified gaps in communication and coordination between the public and private sector energy planners and professionals, energy emergency responders across jurisdictional lines, and training for ESF #12 ELOs. Throughout the capability review a number of key elements in the program were highlighted. They are:

A critical look at lessons learned from Hurricanes Katrina and Isabel is essential;

- The private sector must be included in the scenario planning exercise;
- Identification of key personnel, roles and responsibilities, and communication flow should be outlined;
- Specific training for ELOs is necessary for them to function effectively and efficiently in an energy emergency;
- A review of existing contingency plans for all energy sources is required, including electric, natural gas, and petroleum; and
- Need standard operating procedures across jurisdictional

This Initiative will be implemented over a period of 18 months in two phases. Phase 1 will include, identification of key personnel (public and private), critical agencies, roles and responsibilities, ELO training, as well as a review and goal synthesis development existing energy contingency plans. During Phase 2 will include further clarification of key personnel, roles and responsibilities, and flow of communication, table top exercise, and final report.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This proposal will provide funding for training of ELOs in each jurisdiction and develop effective coordination and communication among public managers and the private sector across the metropolitan region.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The initial planning effort also calls for the review and exercise of all energy sources, including petroleum and natural gas. Previous exercises had focused primarily on the dominant energy source – electricity. Future exercises should be expanded to included natural gas and petroleum concerns.

The public sector is well represented in the energy emergency contingency process, starting from the local government to federal agencies. However, the private sector is under represented. It is our goal to work closely with the energy utilities to identify and recommend other energy professionals with in the energy industry (such as pipeline operators) to participate in the planning.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The existing Council of Governments Energy Policy Advisory Committee's ESF #12, in conjunction with the District of Columbia Energy Office will govern this Initiative.   The Committee consists of representation from the local governments, state energy and regulatory agencies, utilities, regulatory community, and energy distributors.   The EPAC will have final approval over all project activities, including agenda development, identification of qualified trainers and development of final report.   The EPAC reports to the Chief Administrative Officers Committee and the COG Board of Directors.

5.   **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

Response, recovery and planning are essential elements of the homeland security program. This program will align and integrate each regional ESF plan across jurisdictions (including Federal partners) and other regional ESFs. Additionally, it will compare results of gap analysis and after action reports with existing plans, and modify plans accordingly.

INITIATIVE PLAN

NCR REGIONAL ESF-14 PLANNING – LONG TERM COMMUNITY RECOVERY AND MITIGATION

1.   **Provide the Name of this Initiative.   Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Initiative name: NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation
The need to plan against the newly defined ESF #14, Long Term Community Recovery and Mitigation, was specifically brought up in the Capability review for planning, multiple times.

The National Response Plan (NRP) created a new Emergency Support Function, the New ESF #14 – Recovery and Mitigation, which is not yet included in most NCR Emergency Operations or Coordination Plans. Accordingly, in order to be in compliance with NIMS, the NRP and the Planning Capability of the TCL, this new ESF must be added to most, if not all of the NCR Emergency Operations and Coordination Plans, including the RECP.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

This planning will be conducted across the National Capital Region, where Title 10, United States Code, Section 2674 (f)(2) provides the following definition:

> The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince George's Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William

Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The Nonprofit Roundtable of Greater Washington, in conjunction with the soon to be formed R-ESF Committee for Recovery and Mitigation, the NCR Emergency Managers and other key partners will complete the following objectives against the project goal to address the above problem statement:

- Document all key Recovery and Mitigation partners and their roles and responsibilities
- Some of this may already exist, and what does exist will need to be leveraged to identify the remaining partners, along with their roles and responsibilities
- Document any standards for Recovery and Mitigation which may exist across the NCR
- The project partners are unaware of any specific standards which exist locally or nationally, but understand that some standards development may be in process
- The project partners will leverage any existing standards, along with their existing expertise to define key standards for the NCR
- Assess any existing Recovery and Mitigation plans throughout region to ID gaps, issues and opportunities for integration across the plans

In this step the project partners will leverage any existing plans for long term community recovery and mitigation as the basis for the new plans to be developed

- Develop a Concept of Operations for Recovery and Mitigation for a multi-jurisdictional response, including terrorism
- While the project partners hope that there will be items to leverage from existing plans, it is expected that these plans will need to be developed from scratch, utilizing the expertise from the project partners and other key players in Recovery and Mitigation
- Develop a plan template for each jurisdiction to adapt or adopt in ESF #14-Recovery and Mitigation congruent with the NRP
- While the project partners hope that there will be items to leverage from existing plans, it is expected that these plans will need to be developed from scratch, utilizing the expertise from the project partners and other key players in Recovery and Mitigation
- Plan an exercise or series or exercises for the plans to analyze and improve the effectiveness of these plans.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

The Nonprofit Roundtable of Greater Washington[1]   is slated to be the project manager for this project and will manage the project to the expected timeframes and deliverables stated in the

---

[1] If another agency is better suited to manage this grant, the Roundtable would be willing to play a supporting role

attached Concept Paper. The Roundtable has successfully managed an FY 03 UASI grant to completion and is currently successfully managing an FY 05 UASI grant as well

The soon to be formed R-ESF Committee for Recovery and Mitigation and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan. The R-ESF committee for Recovery and Mitigation should include representatives from most, if not all key stakeholder constituencies.

Key stakeholders already identified include:

- NCR Emergency Managers
- NCR Human Services Offices
- NCR Housing Departments
- NCR Public Works Departments
- NCR VOAD member agencies
- Nonprofit Emergency Preparedness Task Force

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan" as one of the biggest changes from the Federal Response Plan to the National Response Plan is the creation of this new ESF for Long Term Community Recovery and Mitigation.

In order to fulfill this overarching priority, the NCR needs to conduct the specific planning defined by this Initiative.

INITIATIVE PLAN

REGIONAL PUBLIC/PRIVATE BUS EVACUATION COORDINATION PLANNING

1.   Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

In response to Hurricanes Katrina and Rita along the Gulf Coast, the U.S. Congress issued H.R. 2360, Department of Homeland Security Appropriations Act, 2006 which states, in part: "It is imperative all States and Urban Area Security Initiative grantees ensure there are sufficient resources devoted to putting in place plans for the complete evacuation of residents, including special needs groups in hospitals and nursing homes, or residents without access to transportation, in advance of and after such an event,…". In response, it is proposed that the NCR region and the Baltimore Metro region should coordinate the availability of transportation resources by developing MOUs and concept of operation plans that will allow the region to leverage public and private bus and other transportation vehicles across the region. The Washington D.C. and Baltimore Metropolitan areas may have as many as 30 percent of their populations in need of

transport in a mass evacuation situation. By accomplishing the above we will address the following Capability Weaknesses:

1. **Citizen Protection- People**- Need more people across jurisdictions and disciplines to help develop evacuation plans.
2. **Citizen Protection-** Equipment- Accessible transportation for evacuation is lacking.
3. **Citizen Protection**- **Equipment-** Need fuel trucks to fuel busses and people who run out of fuel while evacuating.
4. **Citizen Protection**-Training- Need plan that is coordinated and is a fully accessible/universal basis for training and practice.
5. **Citizen Protection**-**Training-** Insufficient attention/emphasis is placed on appropriately setting up evacuation and sheltering plans to be accessible before there is a problem.
6. **Citizen Protection**- **Training-** NCR first responders are not sufficiently trained to support mass evacuation-specifically transportation systems.
7. **Citizen Protection-Plans, Policies, Procedures**- Need a viable evacuation plan for regional evacuation including visitors and special populations.
8. **Planning-People-** Need to integrate non-profits and private sector.
9. **Planning- Training-** Development of resources and materials for implementing emergency transportation plans and procedures.
10. **Planning- Exercises/Evaluation-** No capacity of people or support to adequately integrate plans across jurisdictions.
11. **Planning-Plans/Policies/Procedures-** Need help developing mutual aid agreements.
12. **Planning-Plans/Policies/Procedures-** Need an integration of all regional transportation plans and the incident management plan and procedure.
13. **Critical Infrastructure-Equipment-** Need back-up systems to support critical transportation requirements.
14. **Critical Resource Logistics-People-** Need a plan for when people do not show up for work during an emergency.
15. **Critical Resource Logistics-Equipment-** Transportation sector does not know expectations or needs of the region.
16. **Critical Resource Logistics-Procedures-** Jurisdictions have little idea of other jurisdictions resources. There need to be mutual aid agreements in place.

2. Regional Construct: Briefly describe the geographical context of this Initiative.

The region of focus will include Northern Virginia, Washington, D.C, and Maryland. It will be necessary to integrate Southern Maryland, Frederick County and many of the jurisdictions around Baltimore and the greater Northern Virginia region to enhance the regional functionality of these resources during a mass evacuation situation when regional evacuation contingency plans will be of most value.

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

State, Municipal, County, and Private (profit and non-profit) transit and Para-transit vehicles are distributed throughout the region. Several thousand of these vehicles operate daily. Theability to leverage large numbers of these vehicles during a mass evacuation event can be enhanced if we

develop relationships, agreement, and widely communicated concepts of operations throughout the region are developed.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The project will be coordinated through the newly created ESF #1 Working Group and will involve the participation of State, Municipal, and County Transportation Departments, State Associations of Counties and Municipalities, and Private (profit and non-profit) Transit providers as well as others. It will require interfaces with Emergency Operations, Law Enforcement, and local education departments as well as regional government organizations such as COG and the Baltimore Metropolitan Council as examples.

5.   **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

The need to enhance the regions ability to manage evacuation scenarios was identified in DHS IB-197. This project will enhance the resources available across the region in an evacuation by involving multiple agencies in a collaborative process to identify resources, create agreements, and plan for contingencies in advance of an evacuation event. The results will be concept of operations related to the provision of evacuation related transportation that will be integrated with emergency management planning efforts consistent with NIMS.

WMD/Hazardous Materials Response and Decontamination

INITIATIVE PLAN

MASS DECONTAMINATION PROGRAM

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    This program will provide a coordinated regional expansion of existing mass decontamination capabilities by using the best available practices and equipment and by leveraging existing programs and working groups to ensure a unified effort. This program seeks to obtain the best value while meeting the regional needs. Specifically, this program will double the regional mass decontamination capacity and provide the opportunity for evaluation of the program.   This evaluation will allow the examination of policy and practices to determine the best method for delivery of this capability. This program will also ensure that regional capability is coordinated. It will be through this coordination that decontamination gaps identified on the target capability list are closed. This coordination of effort is similar to previous Initiatives by the Fire Chiefs to close similar gaps. One of these programs, the WMD Operations Training program will be the delivery vehicle for decontamination training for the NCR first responders.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**

    This Initiative will support operations in the National Capitol Region. The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71). The Act defined the NCR as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudon, and Prince William Counties of Virginia; and all cities now or here after existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. Presently, the NCR includes the District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    The regional capability to provide mass decontamination is approximately half of what it needs to be in order to satisfy the strategic goals in the above identified plans. This program will leverage existing regional programs (UASI WMD Operations Training Program, COG Fire Logistics, COG HazMat Committee, and the UASI NIMS Coordinator) to ensure that this program stays on track and produces the best possible policies. This program is planned out over the next five years and provides the opportunity for evaluation and modification through the exercise schedule.   The equipment and practices involved in this project are the same or similar to existing programs; this will allow seamless integration into the existing capability.

4.   **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

The regional Fire Chiefs have identified mass decontamination as a specific weakness in their capability. They have already committed significant monetary resources to addressing this problem on the local level. This program will unite their efforts to make their initial investment more effective. The Fire Chiefs have pledged to support this project through the existing regional programs (UASI WMD Operations Training Program, COG Fire Logistics, COG HazMat Committee, and the UASI NIMS Coordinator). This commitment of resources by the Fire Chiefs allows the program to concentrate on policy issues and maintain a supervisory role only in the processes of equipment procurement and delivery of training.

5.   **Program Management: Explain how the Initiative relates to the overall State homeland security program, and/how it helps incorporate the three Overarching National Priorities.**

As this relates to national and regional priorities the following specifics apply. Seven National Priorities: Of the three Overarching National Priorities: Implementing of the National Incident Management System and National Response Plan, and Expanded Regional Collaboration are affected by Mass Decontamination. Effective Mass Decontamination is a necessary part of satisfying these priorities. Mass Decontamination is one of the main components of one of the remaining four National Priorities: Strengthen CBRNE Detection, Response and Decontamination Capabilities. This is spelled out in the Target Capability List. NCR Strategic Plan –Goal 4 Response and Recovery - 4.1.1 – Modify Plans Based on Gap Analysis, 4.1.2 – Integrate Plans Across Jurisdictions, 4.1.3 – Long Term Decontamination Standards, 4.3.1 – Close Gaps Identified in Gap Analysis, 4.3.2 – Equipment Interoperability, 4.4.1 – Model and Exercise 15 DHS Scenarios, and 4.4.2 – Align Resources With Identified Needs.

INITIATIVE PLAN

METRO SUBWAY SECURITY STRATEGIC PLAN

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Metro Subway Security Strategic Plan. This Initiative will provide comprehensive cross-ESF training to current and future responders, a multi-disciplinary operational readiness exercise program, equipment, and personal protective equipment to address specific weaknesses identified in the WMD/Hazardous Materials Response and Decontamination, Critical Infrastructure, Law Enforcement Investigation and Operations, Interoperable Communications, CBRNE Detection, and Citizen Protection: Evacuation and/or In Place Protection components of the national priorities and capabilities.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71). The Act defined the NCR as the District of Columbia; Montgomery

and Prince George's Counties of Maryland; Arlington, Fairfax, Loudon, and Prince William Counties of Virginia; and all cities now or here after existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. Today, the NCR includes the District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia.

3. **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

    ETEC Carts: Type I cart is already available, Type II Cart (Euro Version) already in use in London with demonstrated success under real-time conditions. Type II Cart (US Version) must be designed under US specifications, manufacturer identified and a purchase order developed.

    Rapid Response Rail Access Vehicle: Prototype has been developed. Would require design under NCR specifications, a manufacturer identified and a purchase order developed.

    Metrorail Training Program: Subject matter experts exist both in the NCR Fire Services and WMATA. Requires a training development contractor to develop the comprehensive program under subject matter direction/guidance and will require ODP approval. This program will require future funding to continue delivery to new cross-ESF responders.

    Multi-Disciplinary Operational Readiness Exercises: Subject matter experts exist both in the NCR Fire Services and WMATA. Requires a operational exercise contractor to develop the comprehensive exercise program under subject matter direction/guidance.

    Tunnel Emergency Equipment Cache: This equipment is readily available on existing markets and will require purchase, distribution, and training.

    BG4 Self Contained Breathing Apparatus: BA is an existing asset. Training requires disposables that are readily available from the manufacturer.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    This Initiative will be overseen by its primary stakeholders ESF #4 (COG Fire Chiefs COMMITTEE) with collaboration from other ESF's (Police, Public Health, Transportation) and WMATA. The stakeholders will work thru the existing COG/NCR guidance and oversight process and the existing NCR ESF structure under the State Administrative Agent.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

    This Initiative supports and incorporates the three Overarching National Priorities by using strong regional collaboration amongst the NCR political jurisdictions as well as multiple Emergency Support Functions and other critical partners (WMATA); supports and incorporates the implementation of NIMS and the NRP thru comprehensive training and exercises involving all affected NCR jurisdictions, ESF's and WMATA; supports and incorporates the implementation of

the National Infrastructure Protection Plan by utilizing a comprehensive plan enhancing the security of and mitigating the risks to the WMATA Subway System.

INITIATIVE PLAN

NATIONAL CAPITAL REGION TYPE III INCIDENT MANANGEMENT TEAM - TRAINING

1.   **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

The incident management team (IMT) concept is a national model and is utilized extensively for command and control of large-scale/complex incidents. Effective command/control/coordination is applicable and necessary for all of the target capabilities to be successfully implemented. A trained and certified incident management team is the pinnacle of the incident command system. The regional (Type III) incident management team for the National Capital Region (NCR) provides a cadre of highly trained, qualified, and experienced incident command officers and staff to support and complement the existing jurisdictional command staff during significant and long-term incidents. Activation of the NCR-IMT is applicable for any type of chemical, biological, radiological, nuclear, or explosive (CBRNE) terrorist attack. The NCR-IMT functions under the premise of an all-hazards and unified command approach. As an added value, the NCR-IMT provides command and control at natural and/or man-made disasters such as severe weather events (e.g., hurricane, floods, tornados, etc.), hazardous materials releases, civil unrest, and public health emergencies. Hurricanes Katrina and Rita demonstrated that IMTs are not only utilized for incident management, but also for EOC management, and management of mass care, (i.e. food/water/ice distribution, shelter management, etc.). Additionally, each team member receives a substantial amount of specialized training that can be utilized for day-to-day operations in their local jurisdictions. The NCR-IMT is a standing regional asset that can be activated for significant incidents on a continuous basis. The IMT will continue to require continuing education, participation in simulations/exercises, shadowing opportunities, NIMS compliant training, and funding for backfills/overtime for the foreseeable future. Additionally, the team will need to conduct certification and position specific training in the future for new members due to attrition.

2.   **Regional Construct: Briefly describe the geographical context of this Initiative.**

The NCR-IMT is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the Metropolitan Washington Council of Governments. This is also a multi-disciplinary Initiative that includes fire and rescue, law enforcement, and public health agencies.

3.   **Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.**

The NCR-IMT is a standing National Capital Region and COG asset. Currently there are 45 members with an additional certification class scheduled for spring 2006. This will add an

additional 30 members to the team. Continuing training, specialized position specific training, shadowing/mentoring opportunities, and simulation exercises are necessary in order to maintain and enhance the capabilities and competency of the team.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    The COG Fire Chiefs Committee is the sponsoring organization for the NCR-IMT Initiative. This is a multi-jurisdictional/multi-agency effort that includes participation by law enforcement, public health agencies, and emergency management officials.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

    The NCR-IMT Initiative is closely aligned with and complements all three of the National Priorities.

    Implement National Incident Management System and National Response Plan:
    The incident management team subscribes to, strictly adheres to, and utilizes the concepts and principles outlined in National Incident Management System (NIMS) and the National Response Plan (NRP.)

    Expand Regional Collaboration:
    The NCR-IMT is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the Metropolitan Washington Council of Governments. This is also a multi-disciplinary Initiative that includes fire and rescue, law enforcement, and public health agencies.

    Implement the Interim National Infrastructure Protection Plan:
    Effective management of an emergency incident will focus on protecting critical infrastructure and minimizing the adverse impact of an incident. The NCR-IMT is a multi-discipline entity that will integrate the incident objectives/strategy/tactics necessary to protect infrastructure in a coordinated manner.

INITIATIVE PLAN

NATIONAL CAPITAL REGION TYPE III INCIDENT MANAGEMENT TEAM – INCIDENT COMMAND POST EQUIPMENT

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    The incident management team (IMT) concept is a national model and is utilized extensively for command and control of large-scale/complex incidents. Effective command/control is applicable and necessary for all of the target capabilities to be successfully implemented.

A trained, certified, and equipped incident management team is the pinnacle of the incident command system. The regional (Type III) incident management team for the National Capital Region (NCR) provides a cadre of highly trained, qualified, and experienced incident command officers and staff to support and complement the existing jurisdictional command staff during significant and long-term incidents. Activation of the NCR-IMT is applicable for any type of chemical, biological, radiological, nuclear, or explosive (CBRNE) terrorist attack The NCR-IMT functions under the premise of an "all-hazards" and unified command approach. As an added value, the NCR-IMT provides command and control at natural and/or man-made disasters such as severe weather events (e.g., hurricane, floods, tornados, etc.), hazardous materials releases, civil unrest, and public health emergencies, etc. Hurricanes Katrina and Rita demonstrated that IMTs are not only utilized for incident management, but also for EOC management, and management of mass care, (i.e. food/water/ice distribution, shelter management, etc.) Additionally, each team member receives a substantial amount of specialized training that can be utilized for day-to-day operations in their local jurisdictions.

The NCR-IMT is currently dependent on multiple regional mobile command units as a platform for operations. The NCR-IMT must develop a "stand-alone" equipment cache that allows the IMT to function in the field for extended operational periods. This capability will ensure that the necessary facilities are available when the IMT is activated. Additionally, a cache for the IMT will help to minimize the dependency and impact on the region's mobile field command units and allow some of them to return to service for other emergency incidents.

During the 2005 hurricane season, the NCR-IMT or components of the team were deployed to Mississippi, Florida and Louisiana. Two large mobile command units were deployed to the Gulf region to support this endeavor. Although deployment out of the region was not the original intent of the IMT Initiative, it does demonstrate that preparedness, response capability, and flexibility are necessary to respond to and mitigate these large-scale/complex incidents. The requested equipment will provide the capability to establish one very large incident command post facility, or operate a limited capability in two theaters.

The NCR-IMT is a standing regional asset that can be activated for significant incidents on a continuous basis. The IMT will require continuing support for command post facilities, updated information technology and communications equipment, expendable items, software upgrades, routine maintenance and replacement of worn/damaged equipment for the foreseeable future.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The NCR-IMT is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the Metropolitan Washington Council of Governments and the National Capital Region. This is also a multi-disciplinary Initiative that includes fire and rescue, law enforcement, and public health agencies. The equipment cache is deployable to any location in the Metropolitan Washington region or as requested for mutual aid.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

The NCR-IMT is a standing NCR/COG asset. However, NCR-IMT is currently dependent on multiple regional mobile command units as a platform for operations. The NCR-IMT must

develop a "stand-alone" equipment cache that allows the IMT to function in the field for extended operational periods. This capability will ensure that the necessary facilities are available when the IMT is activated.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**

    The COG Fire Chiefs Committee is the sponsoring organization for the NCR-IMT Initiative. This is a multi-jurisdictional/multi-agency effort that includes participation by law enforcement, public health agencies, and emergency management officials.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

    <u>**Implement National Incident Management System and National Response Plan:**</u>
    The incident management team subscribes to, strictly adheres to, and utilizes the concepts and principles outlined in National Incident Management System (NIMS) and the National Response Plan (NRP.)

    <u>**Expand Regional Collaboration:**</u>
    The NCR-IMT is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia. This is also a multi-disciplinary Initiative that includes fire and rescue, law enforcement, and public health agencies. As such joint command post facilities will be utilized by all of the disciplines and agencies.

    <u>**Implement the Interim National Infrastructure Protection Plan:**</u>
    Effective management of an emergency incident will focus on protecting critical infrastructure and minimizing the adverse impact of an incident. The NCR-IMT is a multi-discipline entity that will integrate the incident objectives/strategy/tactics necessary to protect infrastructure in a coordinated manner.

INITIATIVE PLAN

WMD OPERATIONS (OFFENSIVE) TRAINING

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

    WMD Operations (Offensive) Training – This Initiative will provide a training program to train all 10,000 responders by providing an in-depth look at domestic terrorism; an advanced level of chemical toxicology associated with industrial and military chemical warfare agents; biological toxicology associated with biological agents; and radiological toxicology associated with nuclear and radiological materials. The course examines the role of ordnance/explosive materials and devices that can be used in a terrorist attack, as well the presence of secondary devices targeted at the emergency responder. The hands-on training of Personal Protective Equipment (PPE Levels A/B and C/D), mass casualty triage, decontamination and advanced survey and monitoring

equipment, take the course from defensive operational tasks to offensive operations as defined by OSHA. This program will utilize the same PPE purchased through the UASI program in order to familiarize NCR first responders in the use and capabilities of this equipment. Additionally, the COG Fire Chiefs directed that each training session offered must include responders from around the region and that the training would be conducted at sites in all three political jurisdictions to promote regional responder cooperation, interoperability and familiarity. This program elements listed above are identified as weakness during the CBRNE Detection and WMD/HazMat Response and Decontamination TCL Review sessions.

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

This Initiative will support operations in the National Capitol Region. The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71). The Act defined the NCR as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudon, and Prince William Counties of Virginia; and all cities now or here after existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. Today, the NCR includes the District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

There are 10,000 first responders in the NCR. This is the chief strength. These responders are essentially untrained for WMD Incident Response. This Initiative seeks to turn this liability into an asset by taking other strengths and using it to train these responders. The other strengths are WMD response equipment, as has been purchased through the UASI and SHSGP program and the existence of the ODP –Technical Emergency Response Training. The training program will be delivered over the course of five years to all 10,000 responders; this training will teach these responders to properly utilize the UASI and SHSGP WMD response equipment to advance these 10,000 responders into a coordinated WMD response force that can properly identify, respond to, mitigate and clean up from a WMD Incident.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This plan has the support and active direction from the COG Fire Chiefs. As this program is already in place though the award of FY2005 UASI Grant, the same governance structure that has made it successful will continue in that manner. The COG Fire Chief's represent each of the NCR jurisdictions and have committed to provide the space and logistical resources to hold the program and to ensure that each of their members is enrolled in the program. Continuing the success of this program will only require the extension and renewal of the activities and relationships currently functioning between the NCR jurisdictions.

5. **Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative supports the Three Overarching National Priorities in three different ways. To Expand Regional Collaboration, this Initiative will provide a standardization of emergency response policies and procedures for the regions first responders. The second layer to this collaboration will foster the development of relationships between first responders to support the regions response. To Implement the National Incident Management System and National Response Plan, this Initiative provides introductory training in NIMS which will standardize the processes used to implement the NRP and provide the opportunity to exercise and practice these policies. To support the Implementation of the National Infrastructure Protection Plan, the Initiative will provide methods and support to a regional response to WMD attack and minimizing its damage, thus promoting shorter recovery periods for components of the national infrastructure through coordinated and seamless processes to support and perform decontamination. The NCR, Homeland Security Plan is supported by this Initiative in the following manner. Strategic Goal #3, An enduring capability to protect the NCR by preventing or mitigating "all-hazards" threats or events; is by developing and sustaining common, multi-disciplinary standards for planning, equipping, training, operating, and (cross-jurisdictional) exercising to maximize the ability to provide identification, response, mitigation and decontamination abilities across the NCR. Strategic Goal #4, A sustained capacity to respond to and recover from all-hazards threats or events across the NCR. This requirement will be met by providing coordination between the local jurisdictions involved in WMD response. This Initiative will allow the NCR to be prepared for situations that require large multi-jurisdictional, multi-agency; responses by ensuring similar training and knowledge throughout the NCR and providing large numbers of trained and knowledgeable first responders.

INITIATIVE PLAN

EMERGENCY INCIDENT REHABILITATION UNITS

1. **Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

Initiative name: Emergency Incident Rehabilitation Units

An often-overlooked component of a Department's preparedness plans is the rehabilitation of the first responders that respond on a major incident or CBRNE event. The National Capital Region (NCR) has experienced firsthand train crashes, airline crashes, METRO crashes, bus and other significant transportation collisions, workplace violence, and terrorism. In addition, the Washington Metropolitan Area frequently hosts mass gatherings and special events, from concerts to charity walks, each drawing thousands of participants.

Each jurisdiction in the NCR has independently developed a rehabilitation procedure, which ranges from providing a water cooler with cups to dispatching a ladies auxiliary unit to respond to the scene with food and drinks. Personnel are the most valuable resource and need to be properly accomodated for on emergency incidents. As with every other issue involving mutual aid, interoperability is paramount. Standardized units, standard inventory, and standard capability are

vital to success. This Initiative will provide for a regionalized approach to conducting rehab on the scene of an emergency incident. The Initiative addresses the following capabilities identified in the Target Capabilities List:

- Critical Infrastructure Protection
- Critical Resource Logistics and Distribution
- WMD/Hazmat and Decontamination
- Medical Surge
- Mass Care (Sheltering, Feeding and Related Services)

2.   Regional Construct: Briefly describe the geographical context of this Initiative.

The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71). The Act defined the NCR as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudon, and Prince William Counties of Virginia; and all cities now or here after existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. Today, the NCR includes the District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia. This Initiative encompasses the entire NCR.

3.   Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

- No standardized vehicle or equipment exists in the NCR.

- Development of a standardized emergency incident rehabilitation unit would need to be created with a standard set of equipment and supplies.

4.   Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

This Initiative will be overseen by its primary stakeholders ESF #4 (COG Fire Chiefs Committee) with collaboration of the COG EMS Subcommittee. The stakeholders will work thru the existing COG/NCR guidance and oversight process and the existing NCR ESF structure under the State Administrative Agent. The stakeholders agree that emergency incident rehabilitation units are needed and their support ensures that all the units will be standardized and able to respond throughout the NCR.

5.   Program Management: Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This Initiative supports and incorporates the Overarching National Priorities by using strong regional collaboration amongst the NCR political jurisdictions; supports and incorporates the implementation of NIMS and the NRP thru the ability to use interoperable equipment.

The Initiative addresses the NCR's Goal #4 Response and Recovery Objective 3: Resource Sharing of standardized equipment to allow for interoperability, by utilizing a developed standard for Emergency Incident Rehabilitation Units.

The Emergency Incident Rehabilitation Units will help to ensure that the NCR will be able to provide rehabilitation of first responders on a major incident. Whether from natural disasters, WMD/Biological, or Mass Care/Sheltering incidents the Initiative will ensure that the NCR can provide a regional approach to responding to incidents by having a standardized plan for handling rehabilitation of providers.

3-5 Year Plan:

- Continue to make enhancements and upgrades to program to take advantage of changes in standards and technology.

- Ongoing coordination with other jurisdictions to maintain interoperability and share resources during large scale incidents.

- Maintain a state of readiness and sustain program through a regional collaborative approach.