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VIRGINIA

**HSEC  
2.0**

# HOMELAND SECURITY EXECUTIVE COMMITTEE 2.0

IMPROVING PREPAREDNESS AND RESILIENCY  
IN THE NATIONAL CAPITAL REGION

Image: Google Data SIO, NOAA, U.S. Navy, NGA, GEBCO

# HOMELAND SECURITY IN THE NATIONAL CAPITAL REGION

## Importance of Regionalism in the NCR

The National Capital Region (NCR) is a collection of sovereign jurisdictions, including cities, counties, states, and the District of Columbia. In a regional system, there is no single point of accountability or authority, and each sovereign jurisdiction is expected to coordinate, share information, and allocate resources when needed during mutual aid events that require situational awareness.

In the NCR, the stakes are especially high. It is the nation's capital, home of the President, Congress, the Supreme Court, the executive departments of government, the Defense Department, Pentagon, and many national treasures. More than four and a half million people call this region home.

Communication, coordination, and emergency preparedness within the region are complex, given the number of federal, state, local, and private sector entities and tasks involved. The case for regionalism is especially clear when:

- Multiple incidents occur across the region simultaneously
- Something catastrophic occurs in a single location, impacting multiple jurisdictions in the region
- A major storm or natural disaster passes through the region

### SIGNIFICANT WEATHER EVENT



When a major winter storm or natural disaster passes through the region.

### LARGE SINGLE EVENT



When something catastrophic occurs in a single location, impacting multiple jurisdictions in the region.

### MULTIPLE INCIDENTS IN MULTIPLE LOCATIONS



When multiple incidents occur across the region simultaneously.

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

## The Complexity that is the National Capital Region

A number of factors add to the challenge and complexity of coordinating and communicating across multiple jurisdictions. Some of these factors include:

- There are twelve (12) independent planning and implementation cycles across the region—eight (8) local, three (3) state, and the federal government.
- There are sixteen (16) additional local jurisdictions represented in the Metropolitan Washington Council of Governments that will be impacted by regional decisions.
- All jurisdictions within the NCR are expected to coordinate, share information, and allocate resources in support of the whole region, yet there is no single point of accountability or authority to dictate how jurisdictions should work together.
- Further, each local, state, and federal jurisdiction within the NCR follows a distinct cycle for planning, budgeting, implementing, and assessing homeland security and preparedness programs.

The regional role is not to interfere with these jurisdictional cycles, but to educate and influence decision-making and to enhance preparedness. The heart of regional preparedness is in individual jurisdictions making planning and budget decisions that address regional risks and unmet needs. The Homeland Security Executive Committee’s highest leverage point is its ability to communicate regional homeland security priorities in a way that influences local, state, and federal planning, spending, and action.

More information on the history of Preparedness in the National Capital Region can be found here: [Partners in Preparedness: The Regional Emergency Coordination Plan at Work](#) and [Final Report of the Incident Management and Response Oversight Committee](#)

### Profile of the NCR

#### Federal Government

- Federal Government

#### District of Columbia

- District of Columbia

#### Maryland

- |                        |   |
|------------------------|---|
| • Town of Bladensburg  | • City of Hyattsville   |
| • City of Bowie        | • City of Laurel  |
| • City of College Park | • Montgomery County   |
| • Charles County       | • Prince George’s County  |
| • City of Frederick    | • City of Rockville   |
| • Frederick County     | • City of Takoma Park   |
| • City of Gaithersburg | <i>Maryland cities and towns represented in the NCR by counties</i> |
| • City of Greenbelt    |   |

#### Virginia

- |                        |                         |
|------------------------|-------------------------|
| • City of Alexandria   | • Loudoun County        |
| • Arlington County     | • City of Manassas      |
| • City of Fairfax      | • City of Manassas Park |
| • Fairfax County       | • Prince William County |
| • City of Falls Church |                         |

*“This should be the hardest place on the planet to do this type of work. In truth, we are doing this better than anyone else.”*

*James Schwartz,  
Deputy County Manager, Arlington, Virginia*

## History of the Homeland Security Executive Committee (HSEC)

While 9/11 was a driving force in the HSEC's formation, a number of events in the NCR's history have highlighted the importance of a group like the HSEC. Regional coordination, interoperability, and mutual aid agreements played a critical role in responding to many regional incidents, including the anthrax attacks, sniper attacks, Snowmagedon, the Navy Yard shooting, the Ebola crisis, and the L'Enfant Metro smoke incident.

The HSEC was formed to foster regional collaboration, establish priorities, and set strategic direction for the NCR to ensure coordinated regional preparedness and response.

Over time, the Urban Area Security Initiative (UASI) funding allocation process became the group's main focus and the driving force behind the HSEC's meeting agendas.

Today, the HSEC works to identify regional priorities and use resources to implement solutions to meet these priorities rather than focusing solely on UASI. The National Capital Region is interdependent, and the HSEC members rely on each other to make jurisdictional funding decisions that positively impact the region as a whole.

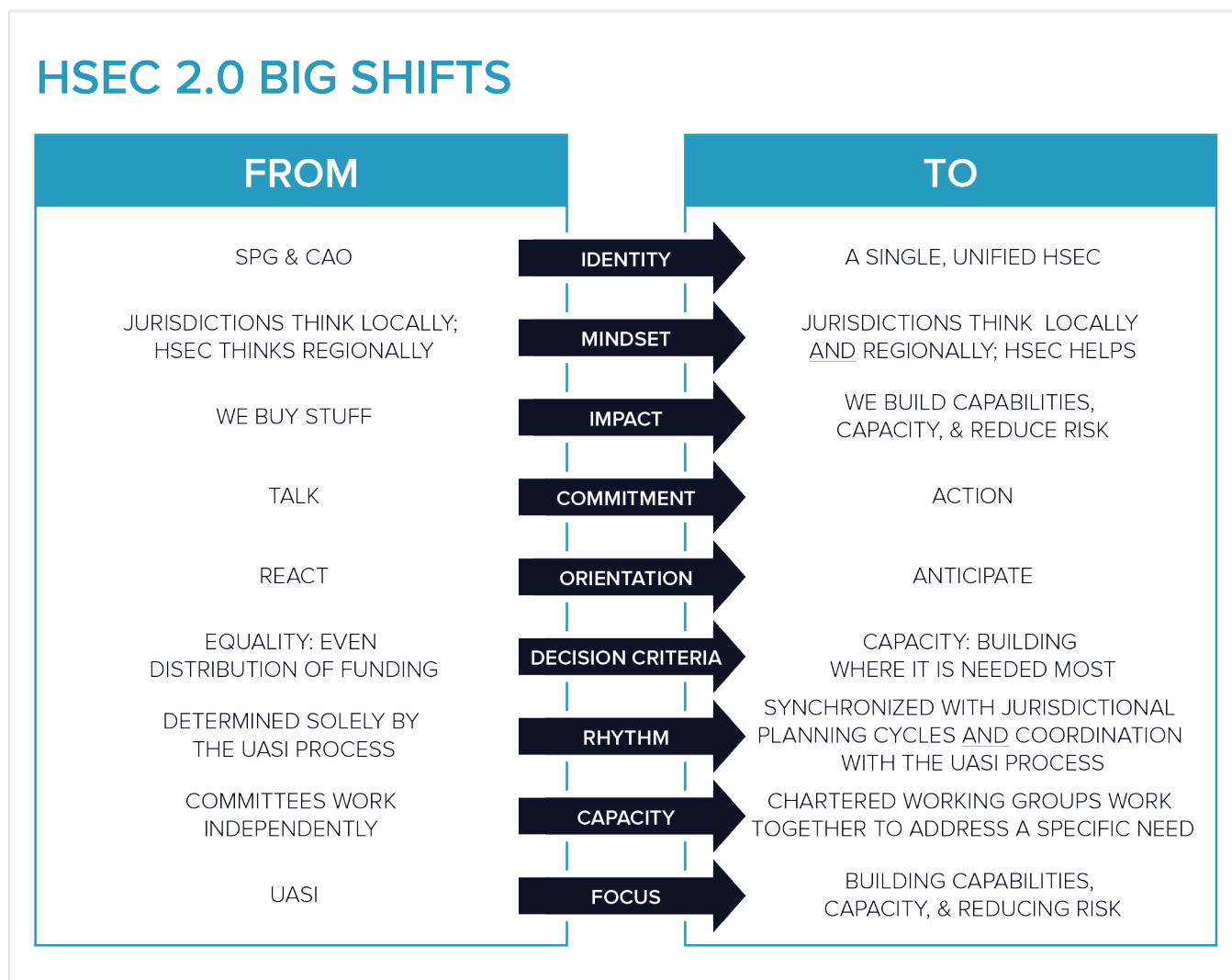
For more information on past Homeland Security efforts in the NCR please see the [National Capital Region Strategic Plan](#) and the presentation from the [HSEC 2.0 SME Summit](#).



### HSEC 2.0 Big Shifts

In 2016, the Chief Administrative Officers—Senior Policy Group—Homeland Security Executive Committee (CAO-SPG-HSEC) was restructured and renamed as the Homeland Security Executive Committee (HSEC). The purpose of this transition was to reduce the Committee’s focus on the delegation of Urban Area Security Initiative (UASI) grant funding and rather, discuss strategic, funding agnostic initiatives to bolster the region’s prevention, preparedness, and response efforts.

As the HSEC redesigned its 2.0 process, members identified several major shifts required to launch into a new mindset centered on building regional capacity and reducing risk. The members committed to shift their thinking and behaviors to truly live into the HSEC 2.0 principles.



# HOMELAND SECURITY EXECUTIVE COMMITTEE

## Homeland Security Executive Committee 2.0

### HSEC Mission Statement

The HSEC was established to help jurisdictions across the NCR anticipate and prepare for homeland security and public safety events that require regional coordination and response.

The HSEC mission will be accomplished through:

- Establishing a shared perspective, or common understanding, across local, state, and federal decision-makers on the risks and unmet security needs of the region. This keeps these issues at the forefront when decisions are being made.
- Informing jurisdictional decision-makers of the threats, capability gaps, innovations, opportunities, and actions of other jurisdictions to drive the best decisions. We make sure that good ideas are shared so all can benefit.
- Continuously forging essential, trust-based relationships among regional stakeholders. This helps facilitate understanding and decision-making and becomes critical during emergency events.
- Understanding and setting regional priorities, then using these to drive further collaboration.
- Promoting a culture of regionalism and fostering regional learning and leadership.
- Publishing annual guidance to inform and influence jurisdictional leaders and decision-making processes.
- Guiding regional preparedness and response training experiences.



## HSEC Stance

To be successful, the Homeland Security Executive Committee must embody regionalism, and work together to increase the impact of mitigation actions in the NCR.

Specifically, the HSEC will:

- Increase regional interoperability through smart funding decisions, well allocated resources, and standardization (when appropriate).
- Support NCR jurisdictions by demonstrating leadership in response to regional risks that cannot necessarily be absorbed or prioritized locally.
- Consider solutions to fill regional gaps that don't require funding, including MOUs, partnerships, and regional commitments.
- Leverage the individual assets of local jurisdictions to develop regional capabilities, new efficiencies, improved coordination, and cost sharing/savings.
- Build regional capacity for identifying priorities and developing solutions through clear processes and metrics with measurable outcomes.



# HSEC 2.0 PROCESS

## HSEC 2.0 Process and Structure

The HSEC designed a process and structure to consider unmet regional needs and emerging threats as it determines regional priorities.

“HSEC 2.0” is the NCR’s approach to setting direction, leveraging expertise in the homeland security community, and taking action to build regional capabilities and capacity.

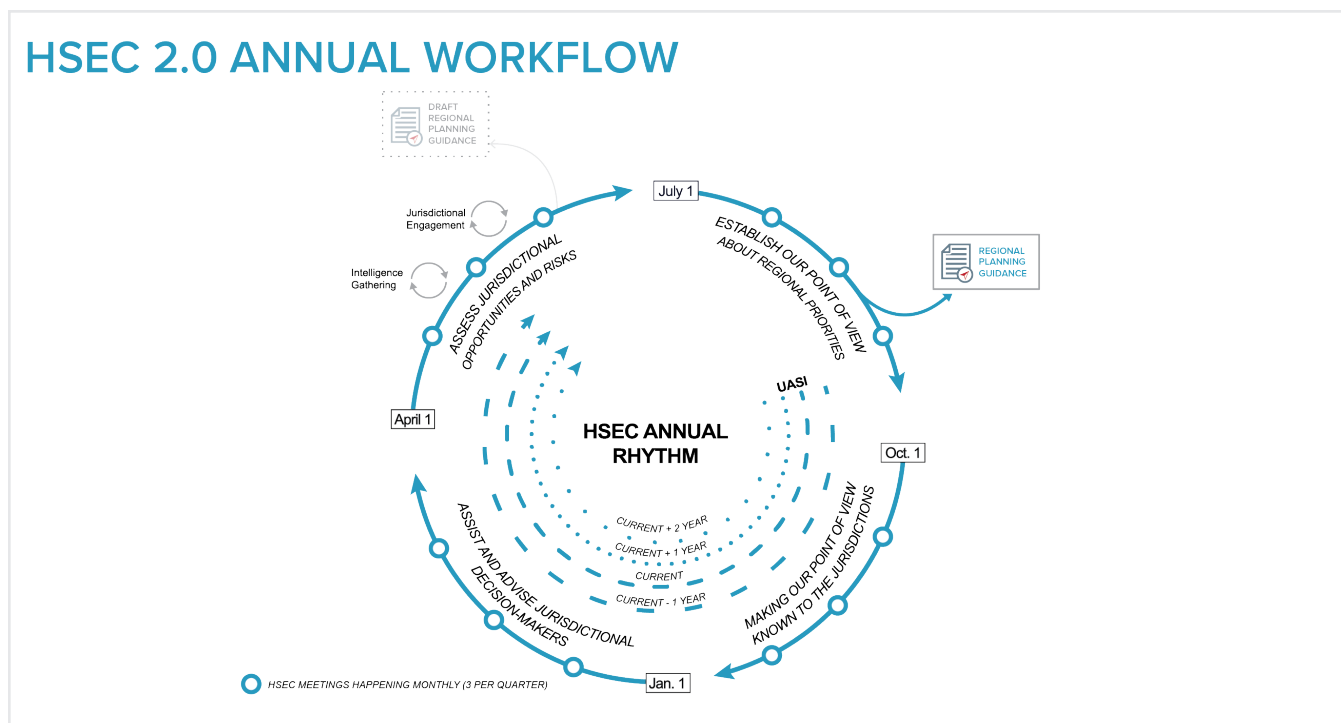
The HSEC 2.0 process:

- Identifies unmet regional needs and emerging threats, and determines regional priorities to build capacity and capabilities.
- Charters problem-solving teams to address needs/ threats and build capability with a regional perspective.
- Provides shared learning experiences so all stakeholders have the best and most up-to-date information as they make decisions.

- Publishes annual regional guidance to jurisdictional decision-makers so they understand the regional priorities and can take action on behalf of their jurisdictions.
- Advocates for these priorities and supports jurisdictional decision-makers with trusted advisory assistance (as they review the guidance).
- Assesses the effectiveness of the HSEC’s influence with the jurisdictions adopting a regional perspective.

This process will allow the HSEC to determine priorities, identify solutions and their appropriate funding sources, and influence jurisdictional decisions.

The Annual Rhythm, also referred to as the Annual Workflow, is a cycle that depicts a multi-year process of establishing regional priorities, community those priorities, assisting regional leaders in applying the Regional Planning Guidance, and gathering new data to assess opportunities and threats throughout the region.





## Roles within HSEC 2.0

### HSEC—Set strategic direction and allocate resources

The HSEC exists to help jurisdictions anticipate and prepare for situations that require regional coordination and response. Its members are charged with establishing a shared perspective across local, state, and federal decision-makers on the risks and unmet security needs of the region. The goal of regional alignment is to set direction, collect information on threats and opportunities, assess gaps, and determine how to focus resources to address risks. To reach regional alignment, HSEC members need guidance and information from subject matter experts (SME) in homeland security, public safety, and preparedness disciplines.

**HSEC Advisory Council**—Share intelligence on regional threats and opportunities and provide recommendations on homeland security and emergency response priorities.

The Advisory Council will provide an opportunity for succession planning, leadership development, and knowledge management in the region—it is a training ground to build a positive regional perspective. The regional leaders appointed to the Advisory Council are expected to wear their “Big Hats”—to acknowledge, understand, and hold an enterprise-level perspective (i.e., cross-disciplinary and cross-jurisdictional).

- The Advisory Council exists to:
  - Provide primary cross-cutting support for the HSEC (advisory & communication support)
  - Serve as thought generators who identify the threats, opportunities, and unmet needs of the region

- Prepare all major recommendations for HSEC consideration including:
  - Annual Regional Planning Guidance
  - Regional priorities to guide UASI and other grant decisions
  - The need and charter for special working groups
  - Other primary policy recommendations for HSEC consideration and action
- Oversee regional projects and report to the HSEC on:
  - Current year project activities
  - Outcomes from projects that are nearing completion
  - Plans for new projects

### Regional Subject Matter Expert (SME) Universe—

Provide guidance as part of a body of experts in the form of Discipline Committees (Regional Emergency Support Functions or RESF), Working Groups (Regional Programmatic Working Groups or RPWG), Emergency Response Systems (ERS), and other homeland security stakeholder groups.

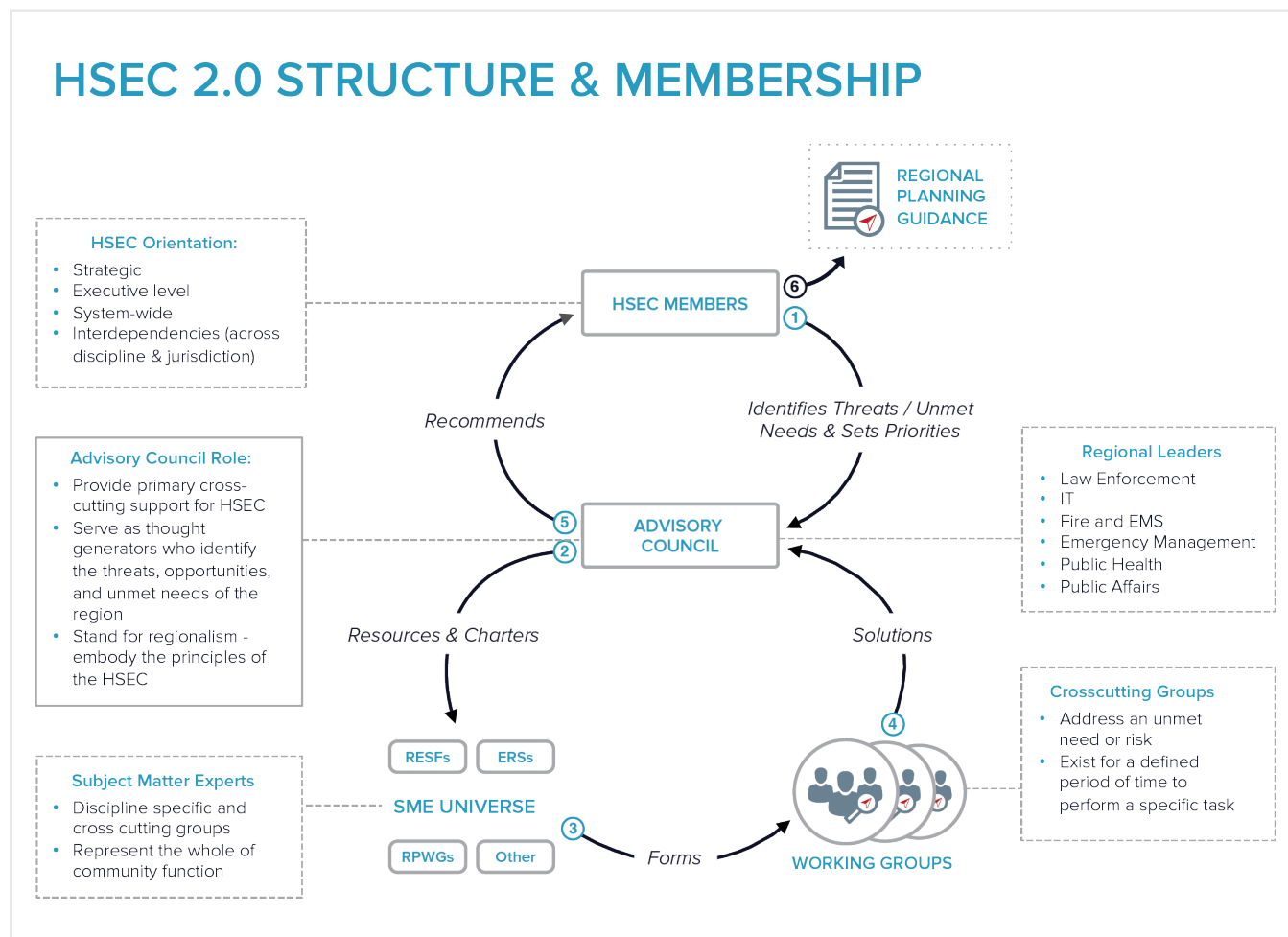
**Advisory Council Working Groups**—Chartered initiative teams to address an unmet need or risk; working groups exist for a defined period of time to perform a discrete task.



## HSEC 2.0 Structure

As depicted in the HSEC 2.0 structure, the HSEC sets regional priorities based on regional threats and unmet needs. The Advisory Council will then charter members of the SME Universe to form cross-cutting working

groups that will develop solutions to address the regional priorities. The Advisory Council will validate those solutions and make recommendations to HSEC, who will determine how to resource the solutions.



## Solution Development and Resourcing Process

The HSEC 2.0 Solution Development and Resourcing Process was created by the HSEC and HSEC Advisory Council to transform how the NCR develops and resources solutions to close gaps and enhance regional capabilities.

This process (visually depicted on the following page) is vertically organized in lanes by stakeholder group, with the icons representing process steps, and the gold megaphone representing a point in which there will be proactive communication to those involved and/or impacted by the process.

### Solution Development Process

The process begins with the HSEC publishing the Regional Planning Guidance. This document will provide guidance about the region's homeland security and public safety priorities to inform solution development and jurisdictional planning and budgeting.

After the Regional Planning Guidance is developed, the Advisory Council will:

1. Begin developing evaluation criteria to assess future proposed program solutions, which will then be submitted to the HSEC for approval.
2. Charter regional working groups to solicit ideas and develop solutions with the SME community based on the guidance and priority areas published by the HSEC. They will also assess and consider sustaining existing capabilities based on the regional guidance.

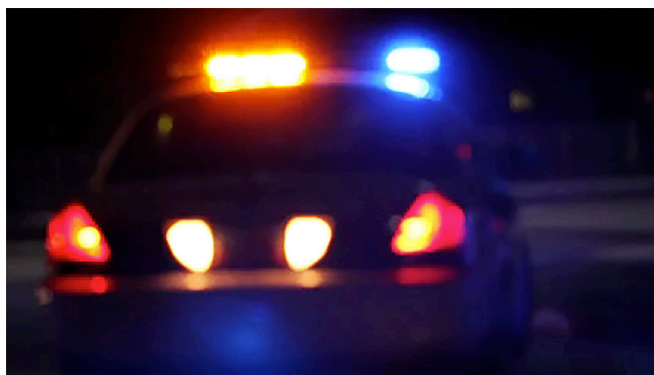
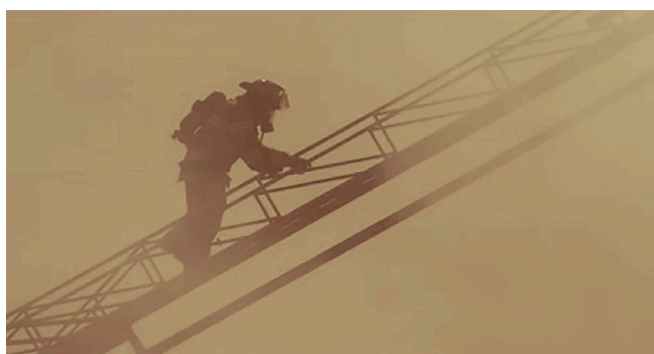
The regional working groups addressing priority areas will leverage the proposals, ideas, and expertise of the SME Universe to develop revenue-agnostic program solutions to close gaps, build capabilities, and mitigate risks. The proposed revenue-agnostic solutions will then be vetted by the Advisory Council, who will apply the HSEC approved evaluation criteria.

The Advisory Council's recommended program solutions are then prioritized and submitted to the HSEC for approval.

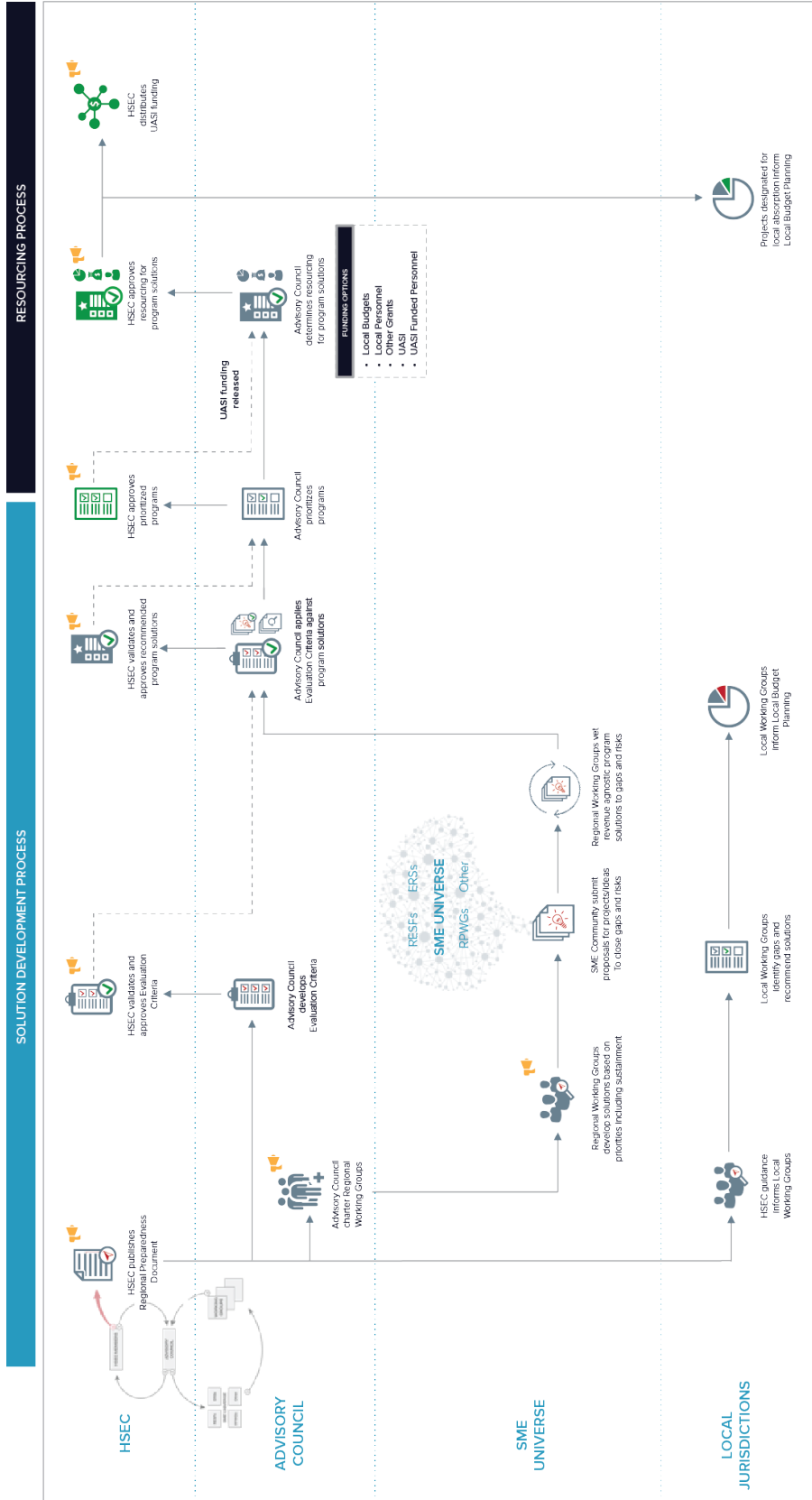
## Resourcing Process

After the prioritized program solutions are approved, the Advisory Council will determine resourcing recommendations. This could include funding through jurisdictional budgets and/or personnel, grant funding and/or grant-funded personnel, as well as other non-monetary resourcing mechanisms.

The resourcing recommendations, including prioritized programs designated for grant funding, are then submitted to the HSEC for approval.



# SOLUTION DEVELOPMENT AND RESOURCING PROCESS





## WHAT'S AT STAKE

### What's at Stake

The case for regional preparedness is clear in light of our ever-changing threat and hazard profile. We must prepare for special events, natural disasters, epidemics, complex coordinated attacks, and other homeland security incidents.

The HSEC needs to remain vigilant and continue to look for ways to strengthen coordination and cooperation across the region to be on call at a moment's notice. The HSEC is committed to building and maintaining strong relationships to ensure continued preparedness and coordination throughout the region.



## HOW TO ENGAGE

### How to Engage

The HSEC's success depends on the thoughtful and active engagement of the region's stakeholders across jurisdictions and disciplines.

HSEC 2.0 brings together Subject Matter Experts from across the region to collect the best ideas and insights. Our regional experts share their expertise within their discipline, Regional Emergency Support Functions, and jurisdictions so that we can identify unmet needs and emerging threats and develop effective solutions to address them.

The HSEC and HSEC Advisory Council encourage homeland security stakeholders to get involved, share ideas, and help create a catalog of solutions to meet the NCR's needs.



## CALL TO ACTION

### Call to Action

Regionalism begins when jurisdictional leaders make local decisions that positively impact regional capabilities. As a critical member of the National Capital Region:

- Be a leader in your community. Set an example of leading in your jurisdiction with a regional perspective.
- When it comes time to make decisions, include your regional perspective. Think about what impact your decision has on the rest of the NCR.
- Prepare for the future. Continue to identify regional needs and innovate solutions.
- Finally, invest in the leaders of tomorrow. Help to prepare those who will come behind you and on whom the region will rely in the years to come.

**ABOUT HSEC**

The Homeland Security Executive Committee (HSEC) helps jurisdictions anticipate and prepare for emergency situations that require regional coordination and response. Its members are charged with establishing a shared perspective across local, state, and federal decision-makers on the risks and unmet security needs of the region. The intent of regional coordination is to set direction, collect information on threats and opportunities, assess gaps, and determine how to focus resources to address risks.

The HSEC is comprised of local Chief Administrative Officers or Deputy Administrative Officers for public safety and homeland security; the District of Columbia, Maryland, and Virginia state directors for emergency management and homeland security; and the Director of the Federal Emergency Management Agency's Office of National Capital Region Coordination.

The Metropolitan Washington Council of Governments' (COG) Department of Homeland Security and Public Safety (DHSPS) provides staff support to the HSEC in the form of data analysis, research, strategic policy development, and meeting coordination.

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