National Capital Region Coordination

First Annual Report

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Submitted to Congress

Homeland Security

First Annual
Report to Congress
on
National Capital Region Coordination

Executive Summary

This is the first annual report to Congress detailing coordination activities by the Department of Homeland Security (DHS) in the National Capital Region (NCR). This report documents the results of oversight and coordination of federal programs for State, District, local, and regional authorities in the NCR by the Office of National Capital Region Coordination (NCRC) during the period from March 9, 2003 to December 31, 2004. This authority was granted under the Homeland Security Act of 2002 (Pub. L. 107-296), section 882, which established the NCRC and stipulated an annual report to Congress detailing the achievements and requirements of homeland security activities in the NCR.

During this first reporting period, the NCRC made significant progress in creating smooth and productive working relationships and agreements with committees, councils, and special groups. This success, achieved in concert with numerous stakeholders, reflects the guidance of the NCR leadership and the sincere efforts of all involved. Significant achievements made during this congressional reporting period are detailed in this report, and include: (1) creation of an improved regional governance structure for homeland security; (2) conduct of the first regional assessment of homeland security needs; (3) development of the first regional homeland security strategy; (4) coordination of numerous regional homeland security improvements; and (5) passage of an NCR mutual aid provision for emergency personnel.

Per the Homeland Security Act of 2002, section 882, Congress requires the identification of resources required to fully implement homeland security efforts in the NCR. Due to the multifaceted nature of the NCR with its numerous governance and budgeting systems, an accurate estimate of the region's homeland security resource needs is a reiterative and continual process. The evolving challenges of homeland security require continuing reassessments of threats and vulnerabilities, strategies and capabilities; application of new resources; and successful distribution of current resources. The approach to determine resource requirements in the NCR includes: (1) establishment of a baseline of current capabilities; (2) effective use of resources previously and currently provided; and (3) performance of assessments to determine future regional homeland security requirements.

FY 2005 Urban Area Security Initiative (UASI) funding, totaling $82 million, is in the process of award by the NCR to sub-grantees and will be used to fund those project areas that have thus far been identified as requiring further resources. Additionally, an Emergency Management Accreditation Program (EMAP) assessment of the NCR's emergency management capabilities and development of national preparedness standards by the DHS Office of State and Local Government Coordination and Preparedness (SLGCP) will assist in providing guidance towards determining the region's specific homeland security requirements and needs.

The NCRC and its regional partners are committed to continuing and building upon the region's past achievements. Major goals planned for 2005 are set out in this report, and include: (1) development of a single coordinated strategic plan that establishes regional priorities for preparedness; (2) development of regional performance measures to monitor implementation of the strategic plan; (3) strengthening of the region's overall homeland security management and reporting mechanisms; (4) fostering stronger community engagement in the safety and security of the NCR; (5) improving the region's capability to protect the NCR through the prevention and mitigation of catastrophic events; (6) increasing the region's capacity to respond to and recover from any events that do occur; and (7) implementation of the NCR mutual aid authority.

Per the Homeland Security Act of 2002, section 882, Congress requests recommendations regarding the additional resources needed to implement homeland security efforts in the NCR. In this light, to facilitate a more coordinated and successful implementation of homeland security efforts, DHS recommends reconsideration and expansion of the NCRC's geographical limits as authorized under the Homeland Security Act of 2002. The Homeland Security Act of 2002 limits the purview of the NCRC's oversight and coordination function within the boundaries of the statutorily defined NCR. Expansion of the NCRC coordination function beyond these boundaries would facilitate and enhance integrated planning and coordination efforts.

The NCRC will continue to work with its partners to ensure further progress is made in preparing and securing the NCR against disaster, whether natural or manmade, in the coming years. The NCRC appreciates the continuing support and efforts of all partners in ensuring the safety, security, and preparedness of the NCR.

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I. Introduction

This is the first annual report to Congress detailing coordination activities by the Department of Homeland Security (DHS) in the National Capital Region (NCR).[1] This report documents the results of oversight and coordination of federal programs for State, District, local, and regional authorities in the NCR by the Office of National Capital Region Coordination (NCRC) during the period from March 9, 2003 to December 31, 2004. This authority was granted under the Homeland Security Act of 2002 (Pub. L. 107-296), section 882, which established the NCRC and stipulated an annual report to Congress to address three items:

> *(1) the identification of the resources required to fully implement homeland security efforts in the National Capital Region;*
> *(2) an assessment of the progress made by the National Capital Region in implementing homeland security efforts; and*
> *(3) recommendations to Congress regarding the additional resources needed to fully implement homeland security efforts in the National Capital Region.*

This report presents significant events leading to the creation of the NCRC in March 2003 and activities for the first period of operation. The report is organized in five sections, beginning with a brief background followed by four sections detailing first year progress, resource requirements, subsequent year goals, and recommendations to Congress.

II. Background

In order to meet the new threats to homeland security after the 9/11 terrorist attacks, the Administration and Congress partnered to provide resources and focus for enhancing cooperation in the NCR. Administration and congressional representatives from the NCR considered the need for integrated efforts across the region, a unique challenge involving twelve local jurisdictions, one Commonwealth, one State, the District of Columbia, all three branches of the Federal Government, 2,100 non-profit organizations, numerous private sector interests, and over

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[1] 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 Georges 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.* Section 7302(a)(7) of the Intelligence Reform and Terrorism Prevention Act of 2004 (Pub. L. 108-458), December 17, 2004, has since amended the definition of the National Capital Region: *The term "National Capital Region" or "Region" means the area defined under section 2674(f)(2) of title 10, United States Code, and those counties with a border abutting that area and any municipalities therein.* However, the Homeland Security Act of 2002 limits the purview of the NCRC's oversight and coordination function within the boundaries of the NCR as defined under section 2674(f)(2) of title 10, United States Code.

four million Americans.[2] Prior to 9/11, efforts existed to prepare individual jurisdictions in the NCR to counter the terrorist threat. These efforts, while laudable, did not enjoy comprehensive and coordinated regional focus. This was underscored on August 5, 2002 when in cooperation with the Administration, the three regional government executives—the Governor of Maryland, the Governor of the Commonwealth of Virginia, and the Mayor of the District of Columbia— signed a joint statement to pursue *Eight Commitments to Action* to improve coordination in preventing, preparing for and responding to a terrorist incident (see Appendix B).

Immediately following endorsement of the *Eight Commitments*, the Governors of Maryland and Virginia, the Mayor of the District of Columbia, and the Administration established an NCR Senior Policy Group (SPG) to address the region's homeland security concerns through fulfillment of the *Eight Commitments*. Its membership was comprised of two designees each from Maryland, Virginia, the District of Columbia, and the Administration's NCR homeland security coordinator. The SPG was given the collective mandate to determine priority actions for increasing regional preparedness and response capabilities and reducing vulnerability to terrorist attacks.

Following on the success of these early initiatives, the NCRC officially began operations on March 9, 2003 with the mission to oversee and coordinate regional homeland security in the NCR. The Administration's NCR homeland security coordinator transitioned to become the first Director of the NCRC, ensuring continuity of federal representation and coordination to the SPG as well as integrating the responsibilities outlined in the Homeland Security Act of 2002.

III. First Period Progress

During this first reporting period, the NCRC made significant progress in creating smooth and productive working relationships and agreements with committees, councils, and special groups. This success, achieved in concert with numerous stakeholders, reflects the guidance of the NCR leadership and the sincere efforts of all involved. This section will detail five significant areas of progress, to include:

> (1) An improved regional governance structure for homeland security;
> (2) Conduct of the first regional assessment of homeland security needs;
> (3) Development of the first regional homeland security strategy;
> (4) Coordination of regional homeland security improvements; and
> (5) Passage of a mutual aid provision for emergency personnel.

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[2] The following local governments are participating components of the NCR although they are not explicitly named in Title 10, United States Code, Section 2674(f)(2): the cities of Fairfax and Falls Church in the Commonwealth of Virginia; and the cities of Bowie, College Park, Gaithersburg, Greenbelt, Rockville and Takoma Park in the State of Maryland. The amended definition of the National Capital Region per Pub. L. 108-458 now includes Clarke, Fauquier and Stafford Counties in the Commonwealth of Virginia, and Frederick, Howard, Anne Arundel, Calvert and Charles Counties in the State of Maryland, and all municipalities within those counties. However, the Homeland Security Act of 2002 limits the purview of the NCRC's oversight and coordination function within the boundaries of the NCR as defined under section 2674(f)(2) of title 10, United States Code.

1. Improved Regional Governance Structure for Homeland Security

The creation of the SPG represented a major milestone in overcoming the coordination challenges of Maryland, Virginia, and the District. However, further enhancements were needed to ensure coordination with and among stakeholders at the local and practitioner levels. To this end, the SPG, regional Chief Administrative Officers (CAO) Committee, and the NCR Emergency Preparedness Council (EPC) formalized an NCR governance structure (see Figure 1). This governance structure provided a coordinated and institutionalized process for evaluating regional goals and priorities, ensuring the involvement of federal, State, District, local, and practitioner level stakeholders. Benefits included improved decision-making, clear points-of-responsibility for action, and the opportunity of streamlined execution. Additionally, the NCRC was able to work within this governance structure to facilitate communication among diverse regional members and the collective mitigation of gaps in decision-making, emergency management, and planning.

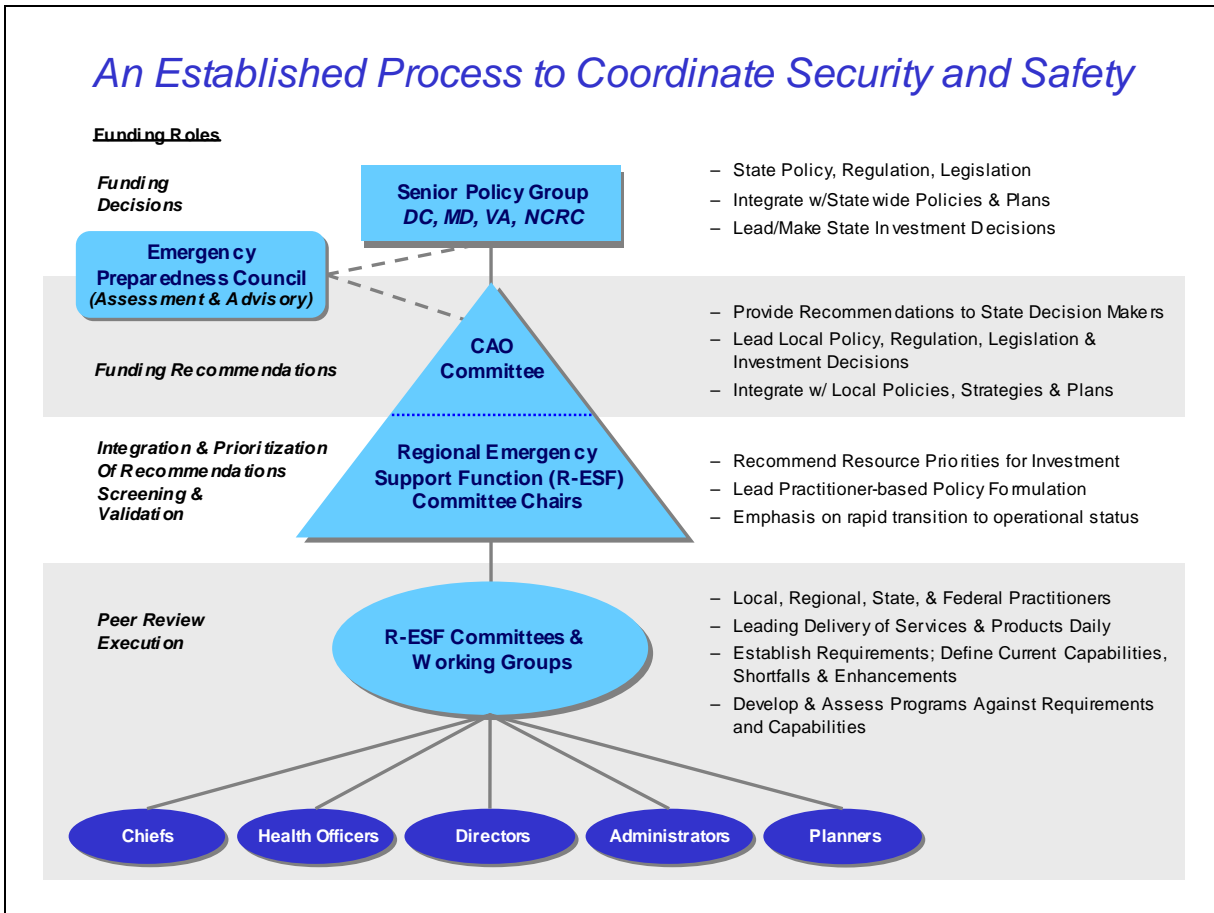*Figure 1: National Capital Region Governance Structure*

As depicted in the figure above, the SPG and the CAO Committee serve as the "executive board." The SPG is responsible for making policy decisions, providing strategic direction and approving program initiatives regarding regional prevention, preparedness, response, and recovery. The SPG is assisted by the CAO Committee which oversees operations and

recommends actions and funding for effective program implementation based on input received from the Regional Emergency Support Function (R-ESF) Committees. The R-ESF Committees represent the fifteen support functional areas that may be needed during a regional emergency, and provide specific input on the regional capability of their respective R-ESFs.[3] The combination of the SPG, the CAO Committee, and the R-ESF Committees results in an NCR coordination structure capable of assessing the needs for improving homeland security and developing the strategies and actions to respond to those needs.

With respect to regional funding, the NCRC works collaboratively with the SPG, the CAO Committee, the R-ESF Committees, and the EPC to establish decisions and priorities for Urban Area Security Initiative (UASI) funds. The management of these funds, in the form of UASI sub-grants, is completed through a process of project design, solicitation, award, and evaluation. The SPG is the principal decision-maker, relying on extensive input and advice from the CAO Committee and the EPC. The EPC serves as an assessment and advisory body to the UASI grant process, engaging regional associations and groups in identifying issues and coordinating efforts. The District of Columbia serves as the State Administrative Agency (SAA) for the sub-grants, awarding funds and monitoring progress with the help of contributing stakeholders from across the region. Success is defined by progress in implementing regionally agreed-upon objectives and enhancing regional preparedness.

2. First Regional Assessment of Homeland Security Needs

Recognizing the specific security needs of large urban areas, Congress and the Administration dedicated resources through the UASI grant program to selected urban areas across the country including the NCR. The UASI requires a regional needs assessment and calls for the development of an Urban Area Homeland Security Strategy. The *FY 2003 Urban Area Homeland Security Strategy* for the NCR was developed based on the results of the needs assessment completed by member communities in July 2003—the first region in the nation to do so. The assessment included a focused risk, capabilities, and needs assessment, and provided insight into the requirements of the region.[4] It was a multi-jurisdictional and multi-disciplinary review of capabilities and shortfalls across the spectrum of public safety. The assessment included each of the region's twelve local governments, incorporating data for ten primary disciplines with emergency response duties, and was based upon the four domains of homeland security preparedness—planning, training, exercise, and equipment and highlighted training and equipment as major needs. Appendix D provides further details on training and equipment needs identified in the assessment.

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[3] Further details regarding the Regional Emergency Support Functions and the R-ESF Committees of the NCR can be found in the *Regional Emergency Coordination Plan*, Metropolitan Washington Council of Governments, Task Force on Homeland Security and Emergency Preparedness for the National Capital Region, September 11, 2002.

[4] The assessment focused on regional communities and did not include Federal capabilities.

3. First Regional Homeland Security Strategy

The information obtained from the needs assessment was the foundation for the NCR's first Urban Area Homeland Security Strategy, the *FY 2003 Urban Area Homeland Security Strategy (Strategy)*. The *Strategy* established the following three strategic objectives for the NCR:[5]

- Prevent terrorist attacks within the NCR;
- Reduce the NCR's vulnerability to terrorism; and
- Minimize the damage and recover from attacks that do occur.

The *Strategy* provides the direction for enhancing inter-jurisdictional coordination and establishing a regional identity to prevent and reduce vulnerability to terrorist incidents in the NCR. The document incorporates three separate influences: (1) the *National Strategy for Homeland Security* that identifies a perspective and direction for regional initiatives; (2) guidance from NCR executives represented in the *Eight Commitments to Action*; and (3) the *Statewide Template Initiative* with its checklist of planning guidance from State and local public safety emergency managers.[6]

The *Strategy* and the resources available through the UASI program focus on developing true regional capability—capability with benefits across the NCR, not simply for a particular jurisdiction. The *Strategy* focuses on four areas: planning, training, exercise and equipment. For each area, specific goals, objectives, implementation steps and metrics are described. The *Strategy* also embraces the concept of a national incident management system that defines a common terminology for all parties, provides a unified command structure, standards and qualifications, and is scalable to meet incidents of all sizes. This is a program milestone toward regional leveraging of pre-existing State, District, and local initiatives to create, for the first time, a cohesive regional identity. Appendix C of this report provides the full text of the *Strategy*.

4. Coordinated Regional Homeland Security Improvements

The NCR is one of the nation's leaders in its focus on regional homeland security improvements. Current efforts aim to enhance regional capability as a result of lessons learned from 9/11 and subsequent emergencies such as Capitol Hill's anthrax and ricin incidents and natural disasters such as Hurricane Isabel. The following three sections describe the coordination of State and local, DHS, and cross-government activities that occurred in 2003 and 2004.

State and Local Activities. FY 2003 and 2004 UASI funds were allocated for a variety of homeland security activities. Over $50 million was allotted for equipment needs, including the coordinated regional purchase of public safety personal protective equipment. Other equipment needs addressed include the purchase of technology to track local emergency response aircraft during periods of airspace restriction, emergency capabilities to communicate with citizens and special software to assist in reuniting families, and voice and data communication equipment that would enable an interoperable communication capability across the NCR. Over $25 million was allocated for planning needs, including the development of standardized critical infrastructure

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[5] *FY 2003 Urban Area Homeland Security Strategy for the National Capital Region*, October 22, 2003.
[6] *Statewide Template Initiative*, President's Homeland Security Advisory Council, March 2003.

assessment tools and a regional data sharing needs assessment. Private sector partnerships were also emphasized to address surge capacity concerns at area hospitals, and relationships with higher education and non-profit organizations were strengthened to address preparedness requirements for special needs populations. Nearly $4 million was designated for training needs with focus on a cross-jurisdictional program for first responders and a program to facilitate safe and effective communications during emergencies.[7]

Appendix E provides further details on the numerous homeland security activities funded by FY 2003 and 2004 UASI grants in the NCR.

Department of Homeland Security Activities. The NCRC coordinates DHS activities relating to the NCR, ensuring coordination, communication, and information exchange between DHS and regional stakeholders. Ongoing activities include:

- *SAFECOM* – A program of DHS' Science and Technology Directorate's Office for Interoperability and Compatibility, SAFECOM is the umbrella program created to improve public safety response through more effective and efficient interoperable communications across local, tribal, State, and federal organizations. Working with SAFECOM, the NCR implemented radio "patching" devices in the majority of the region's jurisdictions and agencies. Additionally, SAFECOM's RapidCom initiative provided emergency-level communications interoperability assistance to the NCR, including conduct of the region's first tabletop exercise focused solely on communications interoperability.

- *BioWatch* – An environmental sampling and analysis system that detects both natural and manmade airborne biological releases. The system is designed to provide warning of a biological attack to facilitate response planning and preventive measures. BioWatch has been deployed in over 30 metropolitan areas around the nation, including the NCR, and will be expanded and enhanced in FY 2005 and 2006.

- *Homeland Security Information Network (HSIN)* – HSIN was established as the main communication, analysis, and collaboration tool for DHS connectivity with its federal, State, local, tribal, and private sector partners. HSIN significantly strengthens the real-time exchange of secure threat information at the Sensitive-but-Unclassified (SBU) level. HSIN rollout to the NCR, all 50 States, and 5 U.S. territories was completed in 2004, including rollout to over 50 major urban areas.

- *Ready Campaign* – Launched in February 2003, the Ready campaign is a national public advertising campaign designed to educate and empower American citizens to prepare for and respond to potential terrorist attacks and other emergencies. In September 2004, Ready Business was launched as an extension of the Ready campaign focusing on preparedness of small to medium-sized businesses; Ready Kids will be launched in 2005. State and local groups in the NCR, including various civil organizations, supported and actively participated in the roll-out of the campaign.

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[7] Many of the training requirements identified in the FY 2003 assessment were fulfilled through training provided by the Office for Domestic Preparedness (ODP), DHS.

- *Special Events* – The NCR hosts numerous special events annually, including the 4th of July celebration, International Monetary Fund and World Bank annual meetings, the State of the Union Address, and the Presidential Inauguration. DHS works closely with the region's federal, State, and local partners to plan for the safety and security of these special events.

Appendix F provides comprehensive information on homeland security activities relating to the NCR that were implemented or sponsored by DHS during this congressional reporting period.

Cross-Government Activities. Following 9/11, the Administration created the Joint Federal Committee (JFC), a standing advisory and coordination body to facilitate homeland security policy coordination and integration across the federal entities in the NCR. The JFC provides a forum for discussion and resolution of security and preparedness related policy issues of mutual concern. Membership includes representatives from the law enforcement, protective services, and emergency preparedness communities of the executive, legislative, and judicial branches of the Federal Government. Key coordination areas include:

- *Credentialing* – Currently, there is no universally recognized means of identification to allow emergency personnel to move expeditiously in the event of an emergency. Several federal, State, and local governments as well as not-for-profits have been actively working to integrate policies and capabilities to support movement of emergency personnel in the NCR. Efforts are underway to develop a simple, easy-to-implement system that provides key personnel with common "credentials" or identification, allowing them to move quickly in the NCR in the event of an emergency situation.

- *Protective Measures* – Jurisdictional authority and responsibility for enacting protective measures is distributed across a host of jurisdictions, organizations, and facilities. The JFC has been working to create common understanding between stakeholders and to minimize inconsistency of efforts both locally and regionally. Specific activities include development of government closure protocols, common criteria and uniform standards, and integrated protective measures.

- *Exercises* – Exercises serve a critical role in establishing and assessing preparedness, policies, procedures, and protocols. The JFC has been working to coordinate the planning of exercises to ensure the effectiveness and appropriateness of policies, and to reduce overlapping or redundant exercises in the NCR.

- *Intelligence & Information Sharing* – The unique composition of the NCR creates distinct information sharing challenges for regional stakeholders, requiring a robust intelligence and information sharing capability across a multitude of federal, State, local, and private sector entities. The JFC provides a forum for integrating lines of communication, policy and effort coordination, and issue resolution.

5. NCR Mutual Aid Provision

On December 8, 2004, the U.S. House and Senate approved a measure that enhanced the power of the District of Columbia, Maryland, Virginia, and counties and municipalities within the National Capital Region to enter into interstate mutual aid agreements for the provision of emergency and other public services. The new measure, which was passed as part of the Intelligence Reform and Terrorism Prevention Act of 2004 (Pub. L. 108-458), resolved the problem of legal liability that can result when emergency personnel in the NCR provide assistance outside of their local jurisdictions.[8] The bill states that if the provision of aid results in legal action, local jurisdictions are liable only to the extent permitted by the laws and in the courts of the home state of the party who provided the aid. In addition, emergency personnel who are injured or die in a neighboring jurisdiction while providing assistance will be compensated in the same manner that would apply if the injury or death occurred in their own jurisdiction.

This provision was a major step forward for the NCR, allowing local officials and emergency responders to coordinate resources and actions across jurisdictions without liability impediments. Sought as one of the top priorities of the region since the terrorist attacks of 2001, the measure resulted from the considerable individual and group efforts of the Attorney's Committee sponsored through the Metropolitan Washington Council of Governments (COG), support from local, State, and federal officials, and the commitment of the region's congressional delegation.

IV. Resource Requirements

Per the Homeland Security Act of 2002, section 882, Congress requires the identification of resources required to fully implement homeland security efforts in the NCR. Due to the multifaceted nature of the NCR with its numerous governance and budgeting systems, an accurate estimate of the region's homeland security resource needs is a reiterative and continual process. The evolving challenges of homeland security require continuing reassessments of threats and vulnerabilities, strategies and capabilities; application of new resources; and successful distribution of current resources. The approach to determine resource requirements in the NCR includes: (1) establishment of a baseline of current capabilities; (2) effective use of resources previously and currently provided; and (3) performance of assessments to determine future regional homeland security requirements.

Currently, the UASI grant program provides direct financial assistance to address specific regional needs. In FY 2003 and 2004, the NCR received and appropriated a total of $92.4 million in UASI grants to support efforts for enhanced regional preparedness and security. (See Appendix E for details on the allocation of these grant funds.) The FY 2005 UASI funding increment, totaling $82 million, will first be used to ensure uninterrupted progress for ongoing projects begun in 2003 and 2004, particularly in the areas of equipment and training, and then to fund those project areas that have thus far been identified as requiring further resources. Project proposals for FY 2005 are in the process of award, while future requirements and needs are

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[8] Intelligence Reform and Terrorism Prevention Act of 2004 (Pub. L. 108-458), Section 7302, December 17, 2004.

currently under review. Two complimentary efforts are in progress to gain detailed understanding of the NCR's capabilities and requirements:

- The DHS Office of State and Local Government Coordination and Preparedness (SLGCP) is developing national preparedness standards as part of the National Preparedness Goal mandated in Homeland Security Presidential Directive (HSPD)-8. These standards will identify target capability levels (e.g. personnel, planning, organization and leadership, equipment, training, and exercises) and task performance levels necessary in the event of fifteen scenarios of major events.

- The Emergency Management Accreditation Program (EMAP) is performing a detailed emergency management assessment of the NCR to gauge the region's capabilities against national standards. A group of national organizations, including the National Emergency Management Association (NEMA), the International Association of Emergency Managers (IAEM), and the Federal Emergency Management Agency (FEMA), created EMAP to foster excellence and accountability in emergency management.

Results from the EMAP assessment combined with the development of national preparedness standards will assist in providing guidance in determining the region's homeland security needs and in allocating future resources. At this time however, the resources provided adequately fund the homeland security and preparedness requirements of the NCR. As we proceed further into 2005 where the aforementioned assessments are being performed both regionally and jurisdictionally, performance measures and standards will be determined which will enable a more predictive and accurate method of defining regional needs. Significant policy issues will also be identified through regional analysis of infrastructure dependencies and interdependencies and the resources required for risk mitigation. These identified requirements will be prioritized in a coordinated regional strategic plan that establishes spending priorities for the NCR over the course of the next several fiscal years (see "Coordinated Regional Strategic Plan," page 11).

While future efforts will help sharpen understanding of resource requirements, general requirements are coming into focus. The NCR needs assessment indicated general gaps and weaknesses requiring immediate attention. Also, NCR jurisdictions identified resource requirements associated with actual events and their ensuing lessons learned. The following paragraphs provide a preliminary outline of areas identified as requiring enhancement:

- *Infrastructure* – Limited risk management, planning and resource allocation methods currently exist for uniquely regional infrastructure issues, while practices, standards and regulatory requirements cross locations, operations, services, and jurisdictions. For example, Hurricane Isabel pointed out both the progress made and the continuing challenges in the NCR with aging infrastructure in power, water and sewage. Isabel also demonstrated the fragility of the region's transportation system; regional infrastructure such as roads and bridges need repair and improvement, while the Washington Metropolitan Area Transit Authority (WMATA) system needs upgrading to ensure uninterrupted operation.

- *Interoperability & Communications* – Interoperability and exchange of information continues to be a challenge which will require investments in fixed and mobile communication infrastructure, data sharing mechanisms, equipment and training. Response to recent incidents demonstrated improvements in communication. However, much work remains to ensure timely and appropriate information is shared among responsible regional stakeholders.

- *Integration & Coordination* – Integration and coordination of public safety and homeland security capabilities across multiple jurisdictions and disciplines is labor-intensive. Several issues await clarification and coordination. Investments in personnel—at all levels of government—to perform integration and coordination functions would enhance and expedite integrated regional capabilities.

- *Public Awareness & Outreach* – The region requires an integrated policy for increasing public awareness; communicating risk and gaining cooperation in the event of an emergency; and assisting overburdened professional response personnel by involving citizens themselves. Improved levels of citizen awareness can only be achieved through continuing support of institutionalized citizen awareness and education programs.

- *Exercises* – Planning and resources are needed to regularly conduct full-scale exercises that engage the entire region, including federal capabilities. Work is needed to transform standards and approaches across the region to reflect national strategy requirements. The NCR must also create a consistent methodology to document lessons learned from actual emergency events and exercises in order to incorporate these lessons into training standards and protocols.

- *Capability Assessments* – Additional regional assessments must be performed to identify changing area-wide capabilities. Assessment of the region's response capabilities will determine the level of alignment between the many different jurisdictions. The federal family, a vital part of insuring this region's protection and preparedness, must be compatible with other regional resources and should be part of that assessment. Key federal sector assessments should include: (1) an inventory of all federal organizations and their roles and responsibilities in the event of a terrorist incident; (2) an analysis of the communications, interoperability, and preparedness of the federal sector; (3) an evaluation of federal performance with respect to standards established for State and local organizations; (4) an analysis of information sharing and mutual aid agreements across the NCR. These efforts will be fully coordinated with any performance assessments tied to the National Preparedness Goal.

Leaders within all levels of the NCR are committed to a disciplined and systematic approach for identifying and assessing the resources required to fully implement homeland security efforts in the region. Key factors in the approach will continue to be clearly defined requirements, risks, and vulnerabilities.

V. Goals for the Upcoming Year

Securing the homeland is a journey and not a destination. It is a journey whose path must be continually reevaluated and redirected to cope with the unexpected. With that in mind, the NCRC and its partners are committed to continuing and building upon our past achievements. Further progress will be made in the coming year and beyond to secure and prepare the NCR. The following sections present major milestones planned for 2005 including:

> (1) A single coordinated strategic plan that establishes priorities for NCR preparedness;
> (2) Regional performance measures to monitor implementation of the strategic plan;
> (3) Strengthened regional management and reporting mechanisms;
> (4) Stronger community engagement in the safety and security of the NCR;
> (5) Strengthened capability to prevent and mitigate catastrophic events in the NCR;
> (6) Strengthened capacity to respond and recover from any events that do occur; and
> (7) Implementation of the NCR mutual aid authority.

1. Coordinated Regional Strategic Plan

The NCR requires a coordinated regional strategic plan to guide a unified, long-term effort to ensure the NCR is safe and secure from all hazards. NCR homeland security partners are currently working closely together to develop a regional strategic plan that establishes preparedness priorities and objectives for the entire region.[9] The regional strategic plan will integrate pre-existing federal, State, local, regional, and practitioner-level planning documents into one unique strategic plan for the NCR, while also infusing newly identified goals and priorities for regional preparedness.

While the FY 2003 *Strategy* was a major milestone for the NCR, the *Strategy* was limited in scope and structure to the UASI grant program. In contrast, the proposed regional strategic plan will be a comprehensive document that defines priorities and objectives for the entire region without regard to any specific funding mechanisms. The plan will provide strategic guidance to the application and allocation of all homeland security and preparedness grants throughout the region. Additionally, the plan will provide input to the internal planning, programming, and budgeting processes of NCR jurisdictions, including various departments and agencies of the Federal Government. The regional strategic plan will contribute to the NCR's success by providing numerous important and related benefits, such as: (1) more efficient allocation of resources throughout the region; (2) transparency in funding priorities; and (3) increased communication, interaction, and coordination among stakeholders. With a single coordinated and integrated strategic plan, the NCR will be able to effectively and consistently direct the spending of emergency management resources throughout the region and better assess their impact on regional preparedness.

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[9] "NCR homeland security partners" refers to the region's local, State, regional, and federal governments, citizen community groups, private sector, non-profit organizations, and non-governmental organizations.

2. Regional Performance Measures

The NCR requires performance measures to effectively monitor and assess execution of the regional strategic plan. To this end, the NCRC, SPG, and CAO Committee are working collaboratively to develop accurate metrics that will track the region's progress in meeting priorities established in the forthcoming regional strategic plan. These performance measures will be developed in concert with the regional strategic plan, incorporating the national framework being developed by the SLGCP per HSPD-8. The regional performance measures will meet the unique homeland security needs of the NCR, and will provide several specific benefits by: (1) ensuring the efficient use of funds to improve NCR preparedness; (2) measuring the actual improvements to NCR preparedness; and (3) providing guidance to resource allocations in subsequent fiscal years.

3. Strengthened Regional Management & Reporting Mechanisms

As previously illustrated, initial efforts of coordination in the NCR focused heavily on developing a regional strategy for spending UASI grant funding and subsequently executing that strategy in the use of grant dollars. In this next reporting period, focus will extend beyond the UASI grant program to include strengthening of the region's overall management and reporting mechanisms to evolve and strengthen a culture among all homeland security partners that encourages and rewards collaborative planning, decision-making and implementation across the NCR. The NCRC will work with the region's stakeholders to design and implement an integrated performance and risk-based regional planning process that engages appropriate federal, State, and local partners (public, private, and not-for-profit) across the NCR. Moreover, the NCRC and our regional partners will establish an NCR-wide assessment process to continuously identify gaps in regional preparedness capabilities, and will in turn link this to our planning process to achieve and sustain over the long-term an optimal distribution of resources and capabilities across the NCR. Several steps are currently being taken to develop these enhanced mechanisms, such as the hiring of program management staff to manage and monitor the region's homeland security activities, and the development of a regional web portal to create a collaborative environment for NCR stakeholders. The portal will serve as an information management tool for accessing and sharing regionally-relevant data, to include comprehensive information on the availability and spending of federal grant funds in the NCR, and regional priorities for determining future spending of those funds.

4. Stronger Community Engagement

Creating a community of informed residents, employers, and visitors that is effectively engaged in the safety and security of the NCR is especially important to the NCRC and its partners. To increase community engagement in the region's homeland security activities, the NCRC will work in conjunction with its partners to develop and execute a plan that appropriately engages residents in the training, equipment, and exercise programs across the NCR. In addition, the region's homeland security and public affairs stakeholders will utilize existing public emergency information communication systems to deliver common and consistent messages to the public before, during, and after NCR-wide emergencies. In partnership with the DHS Ready campaign,

the region will continue to build its citizen preparedness campaign to engage families and residents in preparing for potential attacks and disasters.

5. Strengthened Capability to Prevent and Mitigate

The NCR's homeland security stakeholders are working collaboratively and collectively over the long-term to establish an enduring capability that protects the NCR and strives to prevent or mitigate any threat or event, whatever the hazard, from harming the NCR and its residents and visitors. In support of this long-term goal, several activities will be completed over the course of the next year, such as the adoption of common, multi-disciplinary standards for planning, equipping, training, and exercising to achieve an optimal balance of preparedness capabilities across the NCR. Additionally, a performance- and risk-based approach to infrastructure protection will be employed across the NCR, deploying resources where the threat, vulnerability, and impact are greatest. And to improve information sharing throughout the region, formal and informal communication channels for sharing strategic and tactical information and data will be strengthened across the region's federal, State, and local partners.

6. Strengthened Capacity to Respond and Recover

The NCR is a high-threat region which requires a robust and self-sustaining capacity to respond to and recover from any catastrophic event that occurs across the NCR. Activities planned for 2005 in support of this goal include the deployment and exercise of a unified command structure and protocols during NCR-wide emergencies, and the establishment of common, event-specific, NCR-wide contingency plans and policies to facilitate integrated response and recovery efforts. Information sharing agreements and programs will also be expanded to include the linkage of all Emergency Operations Centers (EOCs) through an integrated, NCR-wide virtual network. Moreover, mutual aid agreements will be broadened to more comprehensively address the response and recovery needs of all NCR partners, public and private.

7. Implementation of the NCR Mutual Aid Authority

Before the NCR mutual aid legislation can be fully implemented, the State of Maryland and the Commonwealth of Virginia must authorize local governments in the NCR in enter into interstate mutual aid agreements in accordance with section 7302 of Pub. L. 108-458. The General Assembly of Maryland enacted authorizing legislation in March 2005, which became effective June 1, 2005. In the upcoming year, the NCRC, SPG and COG will work with the Commonwealth of Virginia to encourage NCR mutual aid authorizing legislation, and will cooperate with local NCR jurisdictions and any applicable Federal departments and agencies to modify existing mutual aid agreements.

VI. Recommendations

DHS appreciates the continuing support and efforts of Congress in ensuring the safety and security of the NCR. Together, we have achieved significant progress in making this region better prepared and more secure. Per the Homeland Security Act of 2002, section 882, Congress requests recommendations regarding the additional resources needed to fully implement homeland security efforts in the NCR.

In this light, the Homeland Security Act of 2002 limits the purview of the NCRC's oversight and coordination function to the National Capital Region as defined under section 2674(f)(2) of title 10, United States Code.

However, coordination of key homeland security functions, particularly infrastructure protection, requires coordination beyond the NCR. Substantial transformation and growth have occurred in the region since the statutory definition of the NCR (rooted in the National Capital Planning Act of 1952).[10] These developments have created dependencies and associated interdependencies between the NCR and the surrounding area and state jurisdictions. Expanding the NCRC coordination function beyond the boundaries of the NCR, as defined under section 2674(f)(2) of title 10, United States Code and as authorized under section 882 of the Homeland Security Act of 2002, would facilitate and enhance integrated planning and coordination efforts within the boundaries of the NCR.

VII. Conclusion

The commitment by the members of the NCR to a comprehensive and coordinated focus on regional security can be an example for other regions across the United States. The NCR's homeland security strategy and implementation has created unprecedented progress in achieving the three strategic objectives of the *National Strategy for Homeland Security* and the five strategic goals of the DHS Strategic Plan. The NCR has made significant progress in meeting the complex challenges of homeland security as demonstrated by:

- An improved regional governance structure for homeland security that is better coordinated to align region-wide planning, cooperation, and responsiveness.
- The first regional assessment of planning, training, exercise, and equipment needs for an NCR better prepared and more secure.
- The first regional homeland security strategy for synchronization of efforts to prevent and reduce vulnerability to terrorist incidents.
- Institution of homeland security initiatives that address specific region-wide needs.

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[10] National Capital Planning Act of 1952, Title 40, United States Code, Section 71(b) defines the National Capital Region as: *the District of Columbia; Montgomery and Prince Georges Counties in Maryland; Arlington, Fairfax, Loudoun, and Prince William Counties in Virginia; and all cities now or hereafter existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties.*

- Passage of a mutual aid provision that allows first responders to provide emergency services outside of their jurisdictions under protection from legal liability.

Significant progress in meeting the complex challenges of homeland security has made the NCR better prepared and more secure. Committed efforts continue to create, modify and codify mechanisms for high-level cooperation, understanding and plans of action across the entire community. The region now has: (1) better *awareness* through improved analysis and coordination of information; (2) better *prevention* because of new communications to share information; (3) better *protection* resulting from a regional needs assessment and resulting strategy; (4) better *response* capability through enhanced exercise and training plans for cutting across jurisdictions; and (5) better *recovery* potential by achieving partnerships for mutual aid among responsible stakeholders across the region.

This progress is due to the hard work of all members of the NCR—federal, State, District, local, private, non-profit, volunteer, academic organizations, and the public. The NCRC will work to ensure further progress is made in securing the NCR against disaster, whether natural or manmade, in the coming years. The Office of National Capital Region Coordination thanks all partners in the NCR for their contributions to regional preparedness and security.

Appendix A: Glossary of Acronyms

AMO	Air and Marine Operations
AMSP	Area Maritime Security Plan
APTS	Association of Public Television Stations
ATTF	Anti-Terrorism Task Force
BAA	Broad Agency Announcement
BTS	Border and Transportation Security
BZPP	Buffer Zone Protection Plan
CAO	Chief Administrative Officer
CAP	Common Alerting Protocol
CBP	Customs and Border Protection
CBR	Chemical, Biological and Radiological
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CDC/DHHS	Centers for Disease Control and Prevention/Department of Health and Human Services
CIC	Commonwealth Interoperability Coordinator
CI/KR	Critical Infrastructure and Key Resources
CIP	Critical Infrastructure Protection
COG	Metropolitan Washington Council of Governments
CONOPS	Concept of Operations
CSR	Corporate Security Review
DEAS	Digital Emergency Alert System
DHS	Department of Homeland Security
DHHS	Department of Health and Human Services
DIA	Defense Intelligence Agency
DNDO	Domestic Nuclear Detection Office
DOC	Department of Commerce
DOE	Department of Energy
DOJ	Department of Justice
DOT	Department of Transportation
EAS	Emergency Alert System
EMAP	Emergency Management Accreditation Program
EOC	Emergency Operations Center
EP&R	Emergency Preparedness & Response
EPA	Environmental Protection Agency
EPC	Emergency Preparedness Council
ERT	Emergency Response Training
ERT-N NCR	National Emergency Response Team for the National Capital Region
ETD	Explosives Trace Detection
FAMS	Federal Air Marshal Service
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency

FHWA	Federal Highway Administration
FLETC	Federal Law Enforcement Training Center
GETS	Government Emergency Telecommunications Service
GSA	General Services Administration
HSARPA	Homeland Security Advanced Research Projects Agency
HSC	Homeland Security Council
HSIN	Homeland Security Information Network
HSOC	Homeland Security Operations Center
HSPD	Homeland Security Presidential Directive
HSS	Homeland Security Strategy
IA	Office of Information Analysis
IAEM	International Association of Emergency Managers
IAIP	Information Analysis and Infrastructure Protection
IAPWG	Interagency Airspace Protection Working Group
ICE	Immigration and Customs Enforcement
ICS	Incident Command System
INS	Immigration and Naturalization Service
IOF	Initial Operating Facility
IP	Office of Infrastructure Protection
IRR	Initial Response Resources
ISP	Interagency Security Plan
I-STAFF	Operational Integration Staff
JFC	Joint Federal Committee
JIC	Joint Information Center
JIS	Joint Information System
JTTF	Joint Terrorism Task Force
LLNL	Lawrence Livermore National Laboratories
LTATP	Land Transportation Anti-Terrorism Training Program
MEMA	Maryland Emergency Management Agency
MOA	Memorandum of Agreement
MWCOG	Metropolitan Washington Council of Governments
NCR	National Capital Region
NCRC	Office of National Capital Region Coordination
NCRCC	National Capital Region Coordination Center
NCS	National Communications System
NDMS	National Disaster Medical System
NEMA	National Emergency Management Association
NEMB-CAP	National Emergency Management Baseline Capability Assessment Program
NETS	Nationwide Emergency Telecommunications Service
NIC	NIMS Integration Center
NIMS	National Incident Management System
NOAA	National Oceanographic and Atmospheric Administration
NRCC	National Response Coordination Center
NRP	National Response Plan
NS/EP	National Security and Emergency Preparedness
NSSE	National Special Security Event

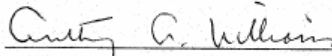| ODP	Office for Domestic Preparedness
OHS	Office of Homeland Security
OIC	Office for Interoperability and Compatibility
OPA	Office of Public Affairs
ORD	Office of Research and Development
PFO	Principal Federal Official
PPDS	Pre-Positioned Disaster Supplies
PROTECT	Program for Response Options and Technology Enhancements for Chemical/ Biological Terrorism
PSTN	Public Switched Telephone Network
QRT	Quick Response Team
RCNSAA	Radiological and Nuclear Countermeasure System Architectures Analysis
RDD	Radiological Dispersal Device
R-ESF	Regional Emergency Support Function
RICCS	Regional Incident Communication and Coordination System
R/R&D	Federal Research/Research and Development
S&T	Science & Technology
SAA	State Administrative Agency
SARP	Standards and Recommended Practice
SAV	Site Assistance Visit
SBIR	Small Business Innovation Research
SCIP	Statewide Communications Interoperability Planning
SLGCP	Office of State and Local Government Coordination and Preparedness
SME	Subject Matter Expert
SOP	Standard Operation Procedure
SPAWAR	Space and Naval Warfare Systems Center
SPG	Senior Policy Group
TIH	Toxic by Inhalation
TRIP	Transit and Rail Inspection Pilot
TSA	Transportation Security Administration
TTX	Tabletop Exercise
UASI	Urban Area Security Initiative
UHD	Underwater Hazardous Device
USCG	United States Coast Guard
USSS	United States Secret Service
WMATA	Washington Metro Area Transit Authority
WMD	Weapons of Mass Destruction
WPS	Wireless Priority Service

Appendix B: *Eight Commitments to Action*

National Capital Region Summit On Homeland Security
Joint Statement
August 5, 2002

Since September 11th, renewed emphasis has been placed on cooperating to develop homeland security strategies in the National Capital Region (NCR).

The White House Office of Homeland Security has been working with our federal partners and representatives from state and local agencies encompassing the NCR to improve coordination in preparing for and responding to a terrorist incident.

To accomplish this, the states of Virginia and Maryland, the District of Columbia and the Office of Homeland Security issue this joint statement as follows:

1. We will work in partnership to develop a coordinated process for decision-making for significant incidents or emergency situations in the NCR. This includes methods for coordinating between operational entities and senior decision-makers in local and state governments, the federal government, and the private sector.

2. The United States Attorneys for the judicial districts within the NCR will work with the FBI to enhance coordination and information sharing through their respective Anti-Terrorism Task Forces and Joint Terrorism Task Forces.

3. We will work in partnership with the private sector to jointly identify and set protection priorities and guidelines for infrastructure assets and services in the NCR.

4. We will work in partnership to define and develop a common set of emergency protective measures to protect the health and safety of the public in the event of a major emergency in the NCR. Such measures will include standardized emergency protection guides, protocols, and procedures; public education on when to implement these measures; and coordinated pharmaceutical distribution plans across jurisdictions.

5. We will utilize the Emergency Management Assistance Compact and pursue resolution of existing responsibility, reimbursement, and liability issues related to implementing mutual aid agreements in the NCR; explore a mechanism to analyze existing agreements and the need for additional agreements; explore agreements to support mutual aid response between local governments across state boundaries; utilize consistent and statutory authorization to facilitate participation of mutual aid response between local governments across state boundaries; examine the development of mutual aid agreements between federal agencies or institutions and communities; and explore methodologies for enhancing private sector mutual aid support.

6. We will work in partnership to develop a virtual Joint Information System for the NCR during response to a major emergency or disaster event. Although co-location may not be possible, creating a process and protocols for operating as a "virtual" joint information center will achieve the goal of a coordinated voice for the public and the media. In turn, an NCR policy about communicating risk and emergency protective measures to the public in the event of an attack will be jointly developed.

7. We will utilize mechanisms for regional cooperation in endorsing and implementing Citizen Corps programs within the NCR.

8. We will work in partnership to coordinate plans for terrorism and security-related training and exercises across the NCR that is inclusive of all levels of government, as well as schools and universities, health care institutions, and other private and non-profit partners as appropriate; set a calendar of exercises for the NCR to include one full-scale and one functional exercise per year including multi-jurisdictional exercises of all forms; and utilize a consistent methodology to document and implement lessons learned from actual emergency events and exercises. Where feasible, member jurisdictions shall provide the opportunity for other regional partner agency employees and representatives to attend their training and participate in workshops. Standards and approaches for training and exercise should be consistent across the NCR and reflect national training and exercise strategy requirements.

Mayor Anthony A. Williams
District of Columbia

Governor Parris N. Glendening
State of Maryland

Governor Mark R. Warner
Commonwealth of Virginia

Appendix C: FY 2003 Urban Area Homeland Security Strategy National Capital Region

Introduction

On September 11, 2001 and again on October 4, 2001 the National Capital Region[1] (NCR) experienced, firsthand, terrorist attacks. Since that time much has been done to improve our security and better prepare the NCR for the continuing threats facing its communities and citizens. Significant efforts to prepare individual jurisdictions in the NCR to counter the terrorist threat existed prior to the tragic events in 2001. These efforts, while laudable, did not enjoy comprehensive and coordinated regional focus and resource support. Today there are better resources for local needs, improved regional coordination and an unparalleled commitment from all levels of officials. However, much work remains.

In recognition of the significant work that remains, particularly in large urban areas, the Congress and the Administration have dedicated substantial resources through the Urban Area Security Initiative (UASI) Grant Program to selected urban areas across the country including the NCR. The UASI Program's purpose is to provide direct financial assistance to urban areas to address their special needs. The Program's intent is to create a sustainable national model program whereby urban areas can share the lessons learned and best practices with other urban areas around the nation. This program also includes a jurisdictional assessment and a strategy development component.

Urban Area Homeland Security Strategy for the NCR

This document is the first Urban Area Security Strategy for the National Capital Region. The purpose of the *Strategy* is to identify a strategic direction for enhancing regional capability and capacity to prevent and reduce vulnerability of the NCR from terrorist attacks. This is an exceedingly complex mission that requires coordination, cooperation and focused effort from the entire region – citizens, local, state and federal government, as well as the private and non-profit sectors.

This *Strategy* was developed based on the results of the NCR assessment completed by communities in July 2003 – the first region in the nation to do so. The assessment included a comprehensive risk, capabilities, and needs assessments. The results of the assessment provide insight into the requirements of the region. The assessment included all of the region's twelve local governments incorporating data for ten primary disciplines with emergency response duties.

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[1] 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 Georges 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.*

In addition to the assessment three additional sources were instrumental in developing the Strategy. These sources include the *National Strategy for Homeland* Security, the *Eight Commitments to Action for the* NCR and the *State* Template published by the Homeland Security Council. Matrices validating the content of the strategy with these sources are provided in the sections that follow.

The *Strategy* focuses on four areas: planning, training, exercise and equipment. For each area specific goals, objectives, implementation steps and metrics are described. It is important to note that focus of the *Strategy* and the resources available through the UASI program is developing regional capability – capability that benefits across the NCR, not simply a particular jurisdiction.

Guided by this *Strategy*, the NCR will apply the resources available from the Department of Homeland Security (DHS) through the Office for Domestic Preparedness (ODP) to address unique planning, training, exercise and equipment needs to assist in building an enhanced and sustainable capacity to prevent, respond to, and recover from threats or acts of terrorism.

Strategic Objectives

This *Strategy* establishes three strategic objectives based on those established in the *National Strategy for Homeland Security:*

- Prevent terrorist attacks within the National Capital Region
- Reduce the National Capital Region's vulnerability to terrorism; and,
- Minimize the damage and recover from attacks that do occur.

Further supporting the regional foundation, this *Strategy* embraces the concept of a national incident management system that defines a common terminology for all parties, provides a unified command structure, standards and qualifications and is scalable to meet incidents of all size.

In August 2002 at the NCR Homeland Security Summit Maryland, Virginia, and the District of Columbia agreed upon *Eight Commitments to Action* as a framework to achieve the strategic objectives. The *Commitments to Action* focus on the following eight areas:

1. Terrorism Prevention
   - U.S. Attorneys for the judicial districts within the NCR will work with the FBI to enhance coordination and information sharing through their respective JTTFs and ATTFs.
2. Citizen Involvement in Preparedness
   - Utilize mechanisms for regional cooperation in endorsing and implementing Citizen Corps programs within the NCR.
3. Decision-Making and Coordination
   - Work in partnership to utilize a coordinated process for decision-making for significant incidents or emergency situations in the NCR.

4. Emergency Protective Measures
   - Work in partnership to define and develop a common set of emergency protective measures to protect the health and safety of the public in the event of a major emergency event in the NCR.
5. Infrastructure Protection
   - Work in partnership with the private sector to jointly identify and set protection priorities and guidelines for infrastructure assets and services in the NCR.
6. Media Relations and Communication
   - Work in partnership to develop a Joint Information System for the NCR during response to a major emergency or disaster event.
7. Mutual Aid
   - Utilize EMAC and pursue resolution of existing responsibility, reimbursement, and liability issues related to implementing mutual aid agreements in the NCR.
8. Training and Exercises
   - Work in partnership to coordinate plans for terrorism and security-related training and exercises across the NCR that are inclusive of all levels of government as well as schools and universities, health care institutions, and other private and non-profit partners as appropriate.

Additionally, this *Strategy* draws upon the guiding principles and other information in the *Statewide Template Initiative* developed by the President's Homeland Security Advisory Council in March 2003.

PLANNING

Goal

Ensure preparedness planning efforts across the NCR, including the public, business and nonprofit sectors, are fully coordinated and appropriately integrated so that preparedness activities are consistent, non-duplicative, efficient and effective.

Objective

Establish a coordinated preparedness planning mechanism for the NCR, including the public, business and nonprofit sectors, which clearly defines roles, relationships, processes and actions with deadlines.

Implementation Steps

1. Build upon efforts involving the *Eight Commitments to Action,* other existing working groups, agreements and objectives.

2. Engage the Urban Area Working Group[2] (UAWG) to provide a forum and convene, record and support the coordination of regional preparedness planning efforts across the spectrum of NCR homeland security activities. Specifically, draw together regional associations and

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[2] The NCR Emergency Preparedness Council (EPC) serves as the UAWG for the NCR.

groups to synchronize existing efforts that address evacuation planning, bio-detection and epidemiological surveillance planning, and citizen preparedness planning within the NCR.

3. Develop and coordinate detailed operations plans that address a strategy for interoperable (operational) communications (data and voice) among all relevant response personnel in the NCR with appropriate protocols and rules of operations, regional emergency connectivity and other planning initiatives. Address impediments to coordinated decision making resulting from communications gaps among numerous legacy systems that exist within the NCR.

4. Engage the public non-profit community to identify and coordinate their roles in support of regional response and recovery efforts.

5. Lead and coordinate Critical Infrastructure Protection activities in the NCR.

6. Develop a self-assessment tool to assist the business and nonprofit sectors and entities in determining their vulnerability and readiness.

7. Implement a preparedness curriculum in NCR schools and coordinate and address the concerns of educators and caregivers of children who need additional methods to help children cope in uncertain times.

8. Implement a regional citizen education/awareness campaign.

9. Engage special needs populations to discuss and address preparedness, response and recovery issues faced by citizens with special needs.

Metrics

Chart the completion of Planning Implementation Steps to ensure that planning efforts are finalized and integrated into respective strategies. Key focus areas are:

- Interoperable Communications
- Quarantine/Isolation
- Hospital Surge Capacity
- Protective Actions (Evacuation and Shelter-in-Place)
- Mutual Aid

Planning Validation Matrix				
Implementation Step	NCR Assessment	Eight Commitments	National Strategy	State Template
1. Commitments to Action	Results from the July 2003 comprehensive risk, capabilities, and needs assessments give a clear picture of the requirements for the NCR. Identified needs in planning, training, equipment, and exercise are addressed by present and future efforts to satisfy the		NCR Commitments to Action are fully consistent with the strategic objectives and priorities of the National Strategy.	Guiding Principles in the State Template include: ▪ Maximize collective efforts to prevent terrorist attacks, reduce risks, and respond effectively to attacks that do occur.

Planning Validation Matrix				
Implementation Step	NCR Assessment	Eight Commitments	National Strategy	State Template
	Eight Commitments to Action.			
2. Regional Planning Coordination	Results from the July 2003 comprehensive risk, capabilities, and needs assessments revealed the need to engage in additional planning efforts to address response capabilities such as terrorism incident response and isolation/quarantine.	**Decision-making and Coordination** dictates that NCR jurisdictions work in partnership to utilize a coordinated process for decision-making for significant incidents or emergency situations. This includes developing and implementing methods for coordination between operational entities as well as senior decision-makers in local, State and Federal governments as well as the private sector. **Emergency Protective Measures** dictates that NCR jurisdictions work in partnership to define and develop a common set of emergency protective measures to protect the health and safety of the public. Such measures are to include standardized emergency protection guides, protocols, and procedures.	National Strategy supports regional planning through the concepts of: Mutual Aid National Incident Management System	Guiding Principles in the State Template include: - Maximize collective efforts to prevent terrorist attacks, reduce risks, and respond effectively to attacks that do occur. - Assure the efforts are State based but locally focused and driven - Empower state and local official homeland security efforts, leveraging existing emergency preparedness and response programs and capabilities
3. Operational Plans (Interoperable Communications, Connectivity, Etc.)	Results from the July 2003 comprehensive risk, capabilities, and needs assessments show that all NCR jurisdictions both receive and provide mutual aid, highlighting the need for enhanced planning coordination.	**Decision-making and Coordination** dictates that NCR jurisdictions work in partnership to utilize a coordinated process for decision-making for significant incidents or emergency situations. This includes developing and implementing methods for coordination between operational entities as well as senior decision-makers in local, State and Federal governments as well as the private sector. **Mutual Aid** directs NCR jurisdictions to pursue resolution of existing responsibility, reimbursement and liability issues related to implementing mutual aid agreements in the NCR.	National Strategy supports regional operational planning through the concepts of: - Mutual Aid - National Incident Management System - Establishment of national communication protocols	Guiding Principles in the State Template include: Promote interoperable and reliable communications
4. Public Non-profit Engagement	The assessments were silent on this topic. However, with over 2,100 non-profit organizations in the NCR, each with a strong desire to make a positive impact on the response and recovery capabilities of the community, clearly better organization of regional engagements is to be desired.	**Decision-making and Coordination** dictates that NCR jurisdictions work in partnership to utilize a coordinated process for decision-making for significant incidents or emergency situations. This includes developing and implementing methods for coordination between operational entities as well as senior decision-makers in		Guiding Principles in the State Template include: Promote citizen participation in state, local, private sector and regional homeland security efforts through volunteer service activities, preparedness, education and awareness.

Planning Validation Matrix				
Implementation Step	NCR Assessment	Eight Commitments	National Strategy	State Template
		local, State and Federal governments as well as the private sector. **Infrastructure Protection** dictates that NCR jurisdictions work in partnership with the private sector to jointly identify and set protection priorities and guidelines for infrastructure assets and services.		
5. Critical Infrastructure Protection	According to the assessment data, NCR jurisdictions have requested assistance with identification, execution of vulnerability assessments, and training regarding the conduct of site-specific vulnerability assessments.	**Infrastructure Protection** dictates that NCR jurisdictions work in partnership with the private sector to jointly identify and set protection priorities and guidelines for infrastructure assets and services.	Protecting our Critical Infrastructure is a critical mission area identified in the National Strategy.	Guiding Principles in the State Template include: ▪ Enable the government and private sector at all levels the ability to carry out its Homeland Security responsibilities
6. Self-assessment Tool	According to the assessment data, NCR jurisdictions have requested assistance with identification, execution of vulnerability assessments, and training regarding the conduct of site-specific vulnerability assessments.	**Infrastructure Protection** dictates that NCR jurisdictions work in partnership with the private sector to jointly identify and set protection priorities and guidelines for infrastructure assets and services.	The National Strategy identifies the following major initiatives in protecting our critical infrastructure: ▪ Build and maintain a complete and accurate assessment of critical infrastructure and key assets ▪ Enable effective partnership with state and local government and the private sector	Guiding Principles in the State Template include: ▪ Enable the government and private sector at all levels the ability to carry out its Homeland Security responsibilities
7. Preparedness Curriculum	The assessments were silent on this topic. However, there is a clear need to involve in citizens in prevention and preparedness efforts, which will allow first responders to perform essential duties.	**Citizen Involvement in Preparedness** directs NCR jurisdictions work in concert with volunteer and citizen organizations to empower individuals to take care of themselves, educate them about what emergency protective measures and raise awareness regarding ways to help. **Emergency Protective Measures** dictates that NCR jurisdictions work in partnership to define and develop a common set of emergency protective measures to protect the health and safety of the public.		Guiding Principles in the State Template include: ▪ Promote citizen participation in state, local, private sector and regional homeland security efforts through volunteer service activities, preparedness, education and awareness.
8. Citizen Preparedness Campaign	The assessments were silent on this topic. However, there is a clear need to involve in citizens in prevention and preparedness efforts, which will allow first responders to perform essential duties.	**Citizen Involvement in Preparedness** directs NCR jurisdictions work in concert with volunteer and citizen organizations to empower individuals to take care of themselves, educate them about what emergency protective measures and raise awareness regarding ways to help. **Emergency Protective Measures** dictates that NCR jurisdictions work in	Information sharing is one of the four foundations of Homeland Security identified in the National Strategy.	Guiding Principles in the State Template include: ▪ Promote citizen participation in state, local, private sector and regional homeland security efforts through volunteer service activities, preparedness, education and awareness.

Planning Validation Matrix				
Implementation Step	NCR Assessment	Eight Commitments	National Strategy	State Template
		partnership to define and develop a common set of emergency protective measures to protect the health and safety of the public.		
9. Addressing Special Needs	The assessments were silent on this topic. However, there is a clear need to involve special needs communities in preparedness efforts, which will allow first responders to perform essential duties.	**Citizen Involvement in Preparedness** directs NCR jurisdictions work in concert with volunteer and citizen organizations to empower individuals to take care of themselves, educate them about what emergency protective measures and raise awareness regarding ways to help. **Emergency Protective Measures** dictates that NCR jurisdictions work in partnership to define and develop a common set of emergency protective measures to protect the health and safety of the public.		Guiding Principles in the State Template include: Promote citizen participation in state, local, private sector and regional homeland security efforts through volunteer service activities, preparedness, education and awareness.

TRAINING

Goal

Provide coordinated, consistent, standardized training to meet regional homeland security training requirements for responders, government officials, schools and the public.

Objective

Coordinate and track the training requirements and delivery of terrorism and security related training that are inclusive of all levels of government, as well as schools and universities, health care institutions, and other private and non-profit partners.

Implementation Steps

1. Develop a training strategy and coordinate the actions of all training academies and institutions in the NCR, track course delivery and monitor responder training requirements.

   a. Work with regional training academies and institutions to conduct basic training in various specialties.

   b. Develop pathways for progress for select first responder specialties that encourage certification and other recognition programs.

   c. Maintain consistency with State agency training strategy, guidance and direction.

2. Develop and institutionalize a dialogue between regional public information officers (PIOs) and the region's media professionals on how best to respond to and communicate with the

region's citizens during emergencies, including the steps needed to maintain public communications facilities and capabilities in the face of new and challenging threats.

Metrics

Chart the completion of Training Implementation Steps to ensure that training/education strategies are finalized and implemented. Key focus areas are:

- NCR Public Safety Community
- NCR Citizens
- Select Professional Groups

Training Validation Matrix				
Implementation Step	Assessment	Eight Commitments	National HS Strategy	State Template
1. Training Strategy	NCR jurisdictions identified the need to focus on determining training needs, identifying training resources and evaluating locally developed training courses. The assessment data indicates that emergency responders require training at all response levels. The majority of training is needed at the awareness and performance-defensive levels.	**Training and Exercises** directs NCR jurisdictions to work in partnership to coordinate plans for terrorism and security related training and exercises across the NCR that are inclusive of all levels of government, as well as schools and universities, health care institutions, and other private and non-profit partners as appropriate. This includes training and exercise program development, implementation and maintenance including regional agreement to standards and implementation of corrective actions.	The National Strategy calls for the development of national training system.	Guiding Principles in the State Template include: ▪ Promote integrated and collective training, exercises and evaluation.
2. PIO & Media Training	The assessments were silent on this topic. However, clear, consistent and authoritative communication is essential during any event.	**Media Relations and Communication** dictates that NCR jurisdictions work in partnership to develop a communications process for the NCR during response to a major emergency or disaster to achieve the goal of a coordinated voice for the public and media. In addition, the Commitment identifies the need to educate the media to enable effective risk communication and emergency protective measure instruction. **Emergency Protective Measures** dictates that NCR jurisdictions work in partnership to define and develop a common set of emergency protective measures to protect the health and safety of the public.		Guiding Principles in the State Template include: 3. Promote citizen participation in state, local, private sector and regional homeland security efforts through volunteer service activities, preparedness, education and awareness.

EXERCISE

Goals

Regularly exercise NCR response capability to ensure continued improvement through a rigorous corrective action program, measure current capability and provide realistic training to area responders, government officials, business and nonprofit sectors and the public.

Objective

Establish a comprehensive program to include a calendar for terrorism and security-related exercises across the NCR that is inclusive of all levels of government, as well as schools and universities, health care institutions, and other private and nonprofit partners as appropriate.

Implementation Steps

1. Develop and conduct, with maximum local input and participation, annual full-scale exercises to test readiness, response, coordination and mutual assistance capabilities.

2. Develop a methodology to document and implement lessons learned from actual emergency events and exercises, and reflecting national training and exercise standards and strategy requirements to the extent possible. Develop methodologies to communicate and implement corrective actions.

3. Support various regional exercises by jurisdiction or discipline as appropriate and as highlighted by the Assessment.

Metrics

Chart the completion of Exercise Implementation Steps to ensure that exercise development and implementation strategies are finalized and implemented. Key focus areas are:

- NCR Exercise Calendar
- Engagement of all Jurisdictions and Sectors
- Completion of 61 Exercises

Exercise Validation Matrix				
Implementation Step	Assessment	Eight Commitments	National HS Strategy	State Template
1. Exercise Conduct	Assessment data indicate that NCR jurisdictions require assistance to plan, execute and evaluate tabletop, functional and full-scale exercises. All required exercises include at least one CBRNE hazard type.	**Training and Exercises** directs NCR jurisdictions to work in partnership to coordinate plans for terrorism and security related training and exercises across the NCR that are inclusive of all levels of government, as well as schools and universities, health care institutions, and other private and non-profit partners as appropriate. This includes training and exercise program development, implementation and	The National Strategy support the development of a national exercise program designed to educate and evaluate civilian response personnel at al levels of government.	

Exercise Validation Matrix				
Implementation Step	Assessment	Eight Commitments	National HS Strategy	State Template
		maintenance including regional agreement to standards and implementation of corrective actions.		
2. Corrective Action Planning		**Training and Exercises** directs NCR jurisdictions to work in partnership to coordinate plans for terrorism and security related training and exercises across the NCR that are inclusive of all levels of government, as well as schools and universities, health care institutions, and other private and non-profit partners as appropriate. This includes training and exercise program development, implementation and maintenance including regional agreement to standards and implementation of corrective actions.	The National Strategy calls for a rigorous learning and corrective action plan component in the national exercise program.	
3. Exercise Support	Assessment data indicate that NCR jurisdictions require assistance to plan, execute and evaluate tabletop, functional and full-scale exercises. All required exercises include at least on CBRNE hazard type.	**Training and Exercises** directs NCR jurisdictions to work in partnership to coordinate plans for terrorism and security related training and exercises across the NCR that are inclusive of all levels of government, as well as schools and universities, health care institutions, and other private and non-profit partners as appropriate. This includes training and exercise program development, implementation and maintenance including regional agreement to standards and implementation of corrective actions.	The National Strategy support the development of a national exercise program designed to educate and evaluate civilian response personnel at al levels of government.	

EQUIPMENT

Goal

Capitalizing on the regional nature of the grant, acquire, allocate, standardize and manage equipment and systems to enhance preparedness, response and recovery efforts of responders in the NCR. Ensure that the public safety community is properly equipped to perform during incidents resulting from terrorism or use of weapons of mass destruction (WMD).

Objective

Develop a regional equipment program that augments NCR jurisdiction equipment programs so that area responders have necessary equipment to protect the region and themselves.

Implementation Steps

1. Provide a regional equipment quartermaster capability that allows jurisdictions within the NCR to augment their current equipment to ensure that personal protective equipment is available to all NCR public safety personnel enabling them to face new challenges.

2. Purchase necessary hardware to establish an immediate baseline voice and data communication capability that covers the entire NCR public safety community. Planning and protocols for uses of systems are addressed in the Planning Implementation Steps.

3. Provide equipment to ensure maximum notification and communication with the public in times of emergency. Planning and protocols for uses of systems are addressed in the Planning Implementation Steps.

4. Provide equipment to support hospital surge capacity in the NCR. Ensure that this effort is integrated and supportive of initiatives coming out of the United States Department of Health and Human Services.

5. Provide aircraft tracking devices to permit emergency vehicles to operate during times of emergency when air space restrictions apply.

Metrics

Chart the completion of Equipment Implementation Steps to ensure that resource acquisition, allocation and management strategies are finalized and implemented. Key focus areas are:

- Efficiency and Effectiveness of a Quartermaster Equipment Management System
- Intra-regional Communications: voice and data
- Effective Notification: tests and surveys to tract effectiveness of communication by percentage of population
- Elimination of TFR Violations by Emergency Aircraft

Equipment Validation Matrix				
Implementation Step	Assessment	Eight Commitments	National HS Strategy	State Template
1. Regional Equipment Quartermaster	Assessment findings show that NCR emergency responders in all disciplines require equipment. Data collected stresses the importance of adequate equipment levels and appropriate equipment maintenance.	**Decision-making and Coordination** dictates that NCR jurisdictions work in partnership to utilize a coordinated process for decision-making for significant incidents or emergency situations. This includes developing and implementing methods for coordination between operational entities as well as senior decision-makers in local, State and Federal governments as well as the private sector.	The National Strategy calls for substantial support for our first responder to ensure they are equipped to respond to all terrorist threats and attacks.	Guiding Principles in the State Template include: 4. Maximize collective efforts to prevent terrorist attacks, reduce risks, and respond effectively to attacks that do occur
2. Interoperable Communications Equipment	Assessment findings show that NCR emergency responders in all disciplines require equipment.	**Terrorism Prevention** directs the coordination information sharing among regional law enforcement and	The National Strategy calls for seamless communication among all responders.	Guiding Principles in the State Template include: 5. Promote interoperable and reliable

Equipment Validation Matrix				
Implementation Step	Assessment	Eight Commitments	National HS Strategy	State Template
		other public safety agencies. **Decision-making and Coordination** dictates that NCR jurisdictions work in partnership to utilize a coordinated process for decision-making for significant incidents or emergency situations. This includes developing and implementing methods for coordination between operational entities as well as senior decision-makers in local, State and Federal governments as well as the private sector.		communications
3. Community Alert Equipment	Assessment findings show that NCR emergency responders in all disciplines require equipment.	**Citizen Involvement in Preparedness** directs NCR jurisdictions work in concert with volunteer and citizen organizations to empower individuals to take care of themselves, educate them about what emergency protective measures and raise awareness regarding ways to help. **Emergency Protective Measures** dictates that NCR jurisdictions work in partnership to define and develop a common set of emergency protective measures to protect the health and safety of the public.	The National Strategy identifies the following information sharing and systems priorities: ▪ Integrate information sharing across state and local governments, private industry and citizens ▪ Improve public safety communication	Guiding Principles in the State Template include: ▪ Enable the government and private sector at all levels the ability to carry out its Homeland Security responsibilities
4. Hospital Surge Capacity	Assessment findings show that NCR emergency responders in all disciplines require equipment. The health care discipline requires the most equipment of all disciplines.	**Emergency Protective Measures** dictates that NCR jurisdictions work in partnership to define and develop a common set of emergency protective measures to protect the health and safety of the public.	The National Strategy calls for: ▪ Preparing our health care providers for catastrophic terrorism ▪ Augmenting America's pharmaceutical and vaccine stockpiles	Guiding Principles in the State Template include: ▪ Maximize collective efforts to prevent terrorist attacks, reduce risks, and respond effectively to attacks that do occur ▪ Enable the government and private sector at all levels the ability to carry out its Homeland Security responsibilities
5. Aircraft Tracking Devices	The assessments are silent on this topic.	**Terrorism Prevention** directs the coordination information sharing among regional law enforcement and other public safety agencies.		Guiding Principles in the State Template include: ▪ Maximize collective efforts to prevent terrorist attacks, reduce risks, and respond effectively to attacks that do occur

Appendix D: 2003 National Capital Region Homeland Security Needs Assessment—Training & Equipment

Training

The assessment data indicates that 60,673 emergency responders require training at all response levels. Fairfax County requires the most responders to be trained (15,349), followed by the District of Columbia, which requires training for 12,180 responders. The majority of training needed is at the awareness and performance-defensive levels. Over 32,000 responders in the National Capital Region (NCR) require awareness training. The Health Care discipline requires over 29,000 emergency responders to be trained at all levels, and over 10,000 Public Health responders require training.

Discipline	Total # of Responders Requiring Training Per Discipline				
	Awareness	Performance - Defensive	Performance - Offensive	Planning & Mgmt	Total
Law Enforcement	2,175	1,524	209	381	**4,289**
EMS	427	1,101	849	161	**2,538**
Fire Service	966	1,178	1,034	189	**3,367**
HazMat	116	101	320	79	**616**
Public Works	5,502	1,614	348	271	**7,735**
Pub. Safety Comm.	584	187	0	98	**869**
Health Care	14,997	11,100	3,115	490	**29,702**
Emergency Mgmt	117	9	13	64	**203**
Public Health	6,379	3,056	442	191	**10,068**
Government Admin	936	29	3	318	**1,286**
Total	**32,199**	**19,899**	**6,333**	**2,242**	**60,673**

Equipment

Emergency responders in the NCR require 9,331,273 pieces of equipment in all equipment categories. The Health Care discipline requires the most equipment of all (7,505,090), with the Public Health discipline requiring the second highest amount of equipment (863,641). It is important to mention that while the table below illustrates the total number of equipment pieces required, it does not illustrate the total cost of purchasing this equipment as specific costs can vary considerably depending on the type of equipment.

Discipline	Total Pieces of Equipment Required
Law Enforcement	82,588
EMS	295,507
Fire Service	290,071
HazMat	94,756

Discipline	Total Pieces of Equipment Required
Public Works	13,908
Pub. Safety Comm.	6,275
Health Care	7,505,090
Emergency Mgmt	24,389
Public Health	863,641
Government Admin	155,048
Total	**9,331,273**

Appendix E: FY 2003-2004 National Capital Region Activities Funded through UASI Grants

Planning (FY03 $18.9M, FY04 $6.61M)		
Program	*Description*	*Recipient*
Secretariat Support to National Capital Region (NCR) Chief Administrative Officers and Emergency Preparedness Council	Provide secretariat support to the NCR Chief Administrative Officers and the Emergency Preparedness Council to facilitate the regional Urban Area Security Initiative program.	Metropolitan Washington Council of Governments
Planning for Nonprofit Coordination in Emergency Preparedness	Design and develop protocols that address (1) service coordination, (2) financial donation management, (3) volunteer management, and (4) in-kind goods and services within the nonprofit sector throughout the NCR.	The Nonprofit Roundtable of Greater Washington
Standardized Critical Infrastructure Protection Assessment Tool	Develop standardized critical infrastructure assessment tools by industry sector.	George Mason University
Private Sector Assets Catalogue/Economic Impact Analysis	Develop a resource recovery catalogue of private sector assets and a baseline economic impact assessment.	Greater Washington Board of Trade
Disaster Education for grades K-12	Make Masters of Disasters/Facing Fear programs available to regional school systems.	American Red Cross
"Media in the First Response" Symposium	Develop and conduct workshops between government Public Information Officers and media community to increase the understanding needed by each other to better satisfy public information sharing during emergencies.	Greater Washington Board of Trade
Citizen Education Campaign	Develop a comprehensive and complete citizen education campaign for the region designed to teach all citizens and communicate emergency preparedness information.	Burson-Marsteller
Program Management	Establish a strategic program management plan for the NCR Urban Area Security Initiative Grant Program.	District of Columbia
Virtual Joint Information Center	Develop a customized Virtual Joint Information Center to support regional communication and messaging.	Fairfax County
Conference on Emergency Preparedness for People with Disabilities	Conference to focus on disaster preparedness, response, and recovery specific to the unique emergency needs of people with disabilities.	National Organization on Disabilities
Disease Surveillance	Develop a surveillance and notification system for public health emergencies.	Johns Hopkins University/Applied Physics Laboratory
Hospital Surge Capacity	Procure equipment to provide additional hospital bed space/surge capacity.	Northern Virginia Hospital Association, District of Columbia Hospital Association, Prince George's County Health Department

Planning (FY03 $18.9M, FY04 $6.61M)		
Program	*Description*	*Recipient*
Electronic Citizen Notification	Emergency alert notification for citizens.	Jurisdictions within the National Capital Region
Family Reunification	Provide a safe and secure environment in which to provide the victims and their families an organized, calm, professional, and comprehensive assistance program following an incident. The system will coordinate local, state, federal, volunteer, and community based agencies and organizations to achieve a system able to respond to the unique needs of an event.	Arlington County Office of Emergency Management
Disability Preparedness Center Initiative	Enhance ongoing emergency planning in the region by incorporating into it new preparedness planning for individuals with disabilities and other special needs.	Disability Preparedness Center
NCR Mass Casualty & Surge Capacity Development Initiative	Inform, educate, and engage the health and medical community in formulating and implementing a surge capacity system across the EMS, public health, and hospital sectors on the NCR through regular meetings and protocol development; and deploying and installing an electronic bar-code/scanner patient tracking system across the region.	Prince George's County Health Department
Regional Data Sharing Needs Assessment	Perform analysis to begin a regional data sharing initiative that will ultimately allow the law enforcement community to "connect the dots" throughout the region.	Metropolitan Washington Council of Governments
Emergency Management Accreditation Program Project	Conduct a regional assessment of emergency management capabilities against industry standards.	Council of State Governments/Emergency Management Accreditation Program

Training (FY03 $.97M, FY04 $2.77M)		
Program	*Description*	*Recipient*
Terrorist interdiction and Incident Command Structure training for law enforcement	Provide the tools needed for officers to interdict terrorist operations in the NCR - to include casing, surveillance, financing, and material support that provides the backbone for terrorist cell operations.	Northern Virginia Criminal Justice Academy
Training for Managing Emergencies	Provide transit personnel and regional first responders enhanced training for managing transit emergencies to improve the passenger evacuation process and provide a more orderly response for managing the associated spillover effects that result from major service disruptions.	Washington Metropolitan Area Transit Authority
Business Sector Briefing	Provide training for the business sector.	NCR Local Jurisdictions
Training Reimbursement	Reimburse local jurisdictions for overtime and backfill costs related to first responder training.	NCR Local Jurisdictions

Exercise (FY03 $0, FY04 $2M)		
Program	*Description*	*Recipient*
Full Scale Exercise Support	Develop and implement a strategic regional exercise and corrective action program.	NCR Local Jurisdictions
Exercise Reimbursement	Reimburse local jurisdictions for overtime and backfill costs related to first responder training.	NCR Local Jurisdictions

Equipment (FY03 $31.7M, FY04 $19.66M)		
Program	*Description*	*Recipient*
Radio Cache	Establish two caches of 800 MHz radios (500 each) to be housed and supported by the Montgomery County and Fairfax County USAR teams.	District of Columbia and Fairfax County (to procure on behalf of NCR)
Radio Cache Logistical Support	Provide logistical support for the two caches of regional 800MHz radios.	Montgomery County and Fairfax County
Fire/Emergency Medical Services Personal Protective Equipment	Level B/C gear for Fire/EMS (all members)	Fairfax County (to procure on behalf of NCR)
Law Enforcement Personal Protective Equipment	Level A/B gear for tactical units. Level C gear for NCR Law Enforcement based on gap analysis.	District of Columbia (to procure on behalf of NCR)
Public Health Personal Protective Equipment	Acquire Personal Protective Equipment for Public Health personnel.	Fairfax County (to procure on behalf of NCR)
Air Tracking Devices for Police Helicopters	Purchase tracking devices for law enforcement helicopters.	District of Columbia (to procure on behalf of NCR)
Regional Intel Centers Interoperability	Purchase hardware/software upgrades within the regional Intel Centers	Fairfax County (to procure on behalf of NCR)
Fire/Emergency Medical Services Mobile Air Refill Units	Purchase mobile air refill units for Self Contained Breathing Apparatus.	Arlington County (to procure on behalf of NCR)
Interoperability Project	Purchase and install hardware and software elements necessary to establish interoperable voice and data communications within the region.	District of Columbia Office of the Chief Technology Officer
Critical Infrastructure Protection (Utilities/Water)	Establish emergency early warning monitoring and forecasting tools.	Metropolitan Washington Council of Governments
Transit Subgrant	Develop/upgrade Operations Control Center (Synchronous Optical Network Fiber Optic System) and purchase radios for the Office of Plant Maintenance.	Washington Metropolitan Area Transit Authority

Operational Costs (FY03 $7.1M, FY04 $0)		
Program	*Description*	*Recipient*
Operational Costs	Reimburse local jurisdictions for operational overtime costs that are associated with increased security measures at critical infrastructure sites.	NCR Local Jurisdictions

Appendix F: 2003-2004 Department of Homeland Security Activities in the National Capital Region

This appendix describes the various homeland security activities and initiatives relating to the National Capital Region (NCR) that were implemented or sponsored by the Department of Homeland Security (DHS) during this congressional reporting period. Items appear in alphabetical order as the table below illustrates.

Air Carrier Inspection and Foreign Airport Assessment Programs

Sponsoring Agency/Office – Border and Transportation Security (BTS)/Transportation Security Administration (TSA)

Timeframe – Continuous throughout the reporting period.

Background – Title 49 U.S.C. 44907 requires TSA to conduct security assessments at all international airports from which U.S. and foreign airlines provide service to the United States. The types of airports assessed include:
- Airports served by U.S. airlines;
- Airports from which a foreign airline serves the U.S.;
- Airports that pose a high risk of introducing danger to international travel; and
- Other airports considered appropriate by the Secretary of Homeland Security.

Program Description – Of particular concern for the National Capital Region is compliance with the Security Directives and Emergency Amendments that have been developed and implemented for flights into this area. In particular, passengers on flights from international airports to Ronald Reagan Washington National Airport are subjected to additional security measures and separation from passengers destined for other locales. TSA personnel ensure that these measures are in place and enforced for U.S. and foreign air carriers.

The assessment teams use the minimum Standards and Recommended Practices (SARPs) established by the International Civil Aviation Organization's Annex 17 as a reference of measurement. Each assessment takes roughly one week, depending on the size and complexity of the airport. The assessment team is expected to directly observe the measures and processes involved in fulfilling the SARPs.

Key Accomplishments – During this congressional reporting period, all of the air carriers (foreign and U.S.) destined for the NCR were inspected at their last points of departure at least once, and many were inspected twice. Further, the majority of the airports from which those flights departed were assessed by TSA Aviation Security Specialists. Any irregularities were immediately corrected.

Current Status & Projected Actions – The Foreign Airport Assessment Program and the Air Carrier Inspection Program will continue to emphasize compliance with international civil aviation security standards and recommended practices. Security Directives and Emergency Amendments emphasizing measures for the NCR will continue to be stressed and enforced.

Area Maritime Security Plans

Sponsoring Agency/Office – United States Coast Guard (USCG)

Timeframe – December 2003 to June 2004; the Area Maritime Security Plans are ongoing.

Background – As part of the national effort to protect critical infrastructure in economically and strategically significant port areas, and also per the Maritime Transportation Security Act of 2002, U.S. Coast Guard Captains of the Port (COTP) were designated as Federal Maritime Security Coordinators and were tasked with developing Area Maritime Security Plans (AMSP) for their areas of responsibility.

Program Description – The AMSPs are prevention and protection planning documents that:
- Establish Area Maritime Security Committees as planning bodies comprised of appropriate federal, State, and local agencies as well as private sector port stakeholders to address maritime security issues;
- Identify critical infrastructure and assess risk within the port areas;
- Outline roles, responsibilities, and authorities of port stakeholders in protecting the port from threats;
- Outline protective strategies to be executed and resources to be provided by various agencies and entities during various threat levels;
- Outline most probable transportation security incidents and organizational structure to respond; and
- Outline recovery priorities.

The AMSPs are critical documents establishing pre-planned responses and coordinating mechanisms to effectively protect critical infrastructure and port assets in the event of a threat or terrorist attack. Additionally, risk assessment processes and outcomes within the AMSP are used to support requests for grant funding, which serves to bolster the overall security of the port areas. There is an AMSP that covers portions of the National Capital Region. Vulnerability assessments and protective strategies for the region outside of the maritime jurisdiction are covered by the Buffer Zone Protection Plans.

Key Accomplishments – The AMSPs were completed and approved in June 2004 and have been implemented in each COTP zone around the nation.

Current Status & Projected Actions – The Area Maritime Security Committees continue to meet periodically to update port risk assessment information and to update the AMSPs as needed. Additionally, the AMSPs will be exercised annually; these exercises began in late 2004 and continue presently.

BioWatch

Sponsoring Agency/Office – Science and Technology (S&T)

Timeframe – Continuous throughout the reporting period.

Background – Established under the auspices of the Office of the Vice President, BioWatch is a partnership between federal and local government to ensure the protection of the nation's population against biological terrorist threats. Commencing January 10, 2003, the Office of Homeland Security (OHS, later to become the Department of Homeland Security) embarked on an aggressive effort to deploy a nationwide system to conduct surveillance for aerosolized exposures caused by intentional release of biological agents in the nation's most populous cities. Since then, a Federal multi-agency team, led by OHS with support from the Environmental Protection Agency (EPA), Centers for Disease Control and Prevention/Department of Health and Human Services (CDC/DHHS), Department of Energy (DOE), Department of Defense (DOD), Federal Bureau of Investigation (FBI), and National Laboratories have established what today is known as BioWatch.

Program Description – The goal of the BioWatch sampling program is to provide representative ambient air particulate samples in a number of cities throughout the country to State health department laboratories for determining the presence of a select number of biological agents. The program leverages existing air sampling technology to monitor the environment for biological pathogens.

At the heart of BioWatch is a team of field, laboratory and response personnel from city, county, State and federal organizations. This coordinated team is responsible for installing sample collectors, analyzing samples, reporting results and responding to alerts. Samples pass through a multiple-tier test for biological agents, which have produced zero false positive signals to date.

CDC/DHHS provides technical expertise on the laboratory analysis methods and is the liaison for laboratory analyses with State health departments. The EPA is leading the field deployment and support of the network, and serves as primary liaison to State and local environmental monitoring agencies. DOE, especially Los Alamos and Lawrence Livermore National Laboratories (LLNL), is providing technical expertise and training assistance in biological sampling systems to State and local agencies. DHS is providing policy, oversight and most of the funding for the program.

Key Accomplishments – BioWatch deployment in the NCR was accomplished by incorporation of the DOE Biological Aerosol Sentry and Information System deployed in the NCR in the wake of the 9/11 attacks and the anthrax mailings. In March 2003, emplacement of outdoor and indoor air sample collectors and implementation of filter retrieval and sample analysis on a once per day cycle was achieved. With the elevation of the Homeland Security Advisory System from Yellow to Orange on December 22, 2003, increased BioWatch Urban Monitoring for the NCR was implemented by increasing the sample collection and analysis cycle to twice per day. This

operational tempo was maintained until April 2005 when sample collection and analysis was reduced to once per day.

In FY 2004, BioWatch expanded coverage in the NCR by deploying additional collectors in Northern Virginia and Maryland. Additional underground Metro stations had collectors installed to enhance coverage of the system. BioWatch also added multiplexed bio-toxin detection to the system capability to the NCR in conjunction with CDC/DHHS and LLNL during this time frame.

Current Status & Projected Actions – BioWatch continues to provide Urban Monitoring for the aerosol release of a select number of biological agents in the NCR on a 24/7 basis. Plans for the future include increasing the number of outdoor collectors, increasing the throughput capability of the NCR BioWatch Laboratory, adding additional biological agents and toxins for analysis, and bringing two additional Laboratory Response Network laboratories into the system to provide additional analytical capability.

Buffer Zone Protection Plans

Sponsoring Agency/Office – Information Analysis and Infrastructure Protection (IAIP)/Office of Infrastructure Protection (IP)

Timeframe – Fall 2003 to present

Background – As part of the national effort to protect critical infrastructure assets, DHS is assisting State and local authorities, as well as private industry, in developing Buffer Zone Protection Plans (BZPPs). A BZPP is intended to make it more difficult for terrorists to conduct surveillance or successfully launch attacks from the immediate vicinity of Critical Infrastructure and Key Resource (CI/KR) targets.

Program Description – The BZPP is a planning document that:
- Defines a buffer zone outside the security perimeter of a specific CI/KR target;
- Identifies specific threats and vulnerabilities associated with the CI/KR target type and it buffer zone;
- Analyzes and categorizes the level of risk associated with each vulnerability;
- Recommends corrective measures that will reduce the risk of a successful terrorist attack;
- Helps defines the command and control structure for terrorism prevention specific to an individual CI/KR target;
- Helps define security measures consistent with each level of the Homeland Security Advisory System and disseminates the information to appropriate authorities and emergency responders; and
- Helps define coordination among federal, State, and local agency preventive actions.

The BZPP program provides funding to reduce vulnerabilities of critical infrastructure and key resource sites by extending the protected area around a site creating further protection in the surrounding community. IAIP, in partnership with State and local officials, conducts vulnerability assessments to identify security needs. The program provides funding for the planning, equipment, and management of these protective actions at critical infrastructure and key resource sites across the country, in order to continue to safeguard our nation and minimize the potential for a terrorist attack. Funding may only be used to address vulnerabilities identified in the BZPP.

Key Accomplishments – Two BZPP training courses have been conducted in the NCR in Washington, D.C. A total of 16 BZPPs have been submitted from NCR sites.

Current Status & Projected Actions – DHS announced $91.3 million in grants to protect and secure critical infrastructure and key resource sites across the country. These critical infrastructure sites could include chemical facilities, nuclear power plants, dams, national monuments and other key resources. BZPPs will be conducted first on the 1800 sites designated for FY 2005, including those in the NCR. Further sites will be decided upon in upcoming years.

Corporate Security Review

Sponsoring Agency/Office – Border and Transportation Security (BTS)/Transportation Security Administration (TSA)

Timeframe – March 2003 to November 2005

Background – After 9/11, pipeline owner/operators were urged by the hazardous liquids and natural gas industries to develop and implement corporate security plans. TSA devised the Corporate Security Review (CSR) program as a way of evaluating the progress of the pipeline industry in developing and implementing its security planning. The CSR program was later expanded to public and private entities that own or operate highways, railroads, or mass transportation systems and to government agencies having regulatory or other responsibilities for such transportation systems.

Program Description – The CSR Program was developed to gain a better understanding of methods and/or countermeasures that owners and operators of pipelines, highways, railroads, and mass transit systems and pipeline, highway, rail, and mass transit agencies implemented to protect our nation's transportation infrastructure and critical assets. Through the CSR program, TSA representatives foster relationships with federal, State, and local agencies and industry stakeholders and enhance lines of communication.

CSR teams analyze the owner/operator's security plan and determine the degree to which the mitigation measures included in the plan are being implemented. In addition to reviewing the actual security plan document, the team tours the site and interviews the owner/operator's security coordinator, employees, and contractors. The facility's critical asset list is also discussed to obtain an understanding of their "criticality" determination. The team then identifies security "best practices" and deficiencies. Mitigation strategies are tied to any discovered deficiencies and are discussed with corporate officials.

During this congressional reporting period, TSA staff conducted CSRs of the following hazardous liquids and natural gas transmission companies with lines/facilities in the National Capital Region: Colonial Pipeline (April 14, 2003), Williams/Transco (May 5, 2003), NiSource (September 8, 2003), Kinder-Morgan (October 16, 2003), and Dominion (March 11, 2004). The listed companies provide a majority of the refined fuel and heating supply to consumers in Washington, D.C. and surrounding counties.

In November 2003, TSA representatives, along with officials from the Department of Transportation's Federal Highway Administration (FHWA), participated in a comprehensive review and assessment of the Woodrow Wilson Bridge in the Washington, D.C. Metropolitan area. The review consisted of a tour of the bridge and its critical areas.

Key Accomplishments – In general, CSR onsite reviews serve to establish baseline data against which to evaluate minimum-security standards and identify coverage gaps. Additionally, CSRs provide TSA with a means to encourage surface transportation owner/operators to be diligent in

affecting and maintaining security-related improvements. The program enables TSA to establish national security baselines and supplies the data necessary to comparatively analyze facilities within a particular mode or across modes. Trend analyses can also be performed with subsequent CSRs, which further increases TSA's understanding of the rate of improvement of national surface transportation security. Best practices attained from previous CSRs are shared to assist the owner/operator in a consultative manner.

Current Status & Projected Actions – TSA plans to continue to review other public and private local gas distribution companies across the country and to conduct additional corporate security reviews for State and local agencies, and privately-owned bridges and tunnels, including in the Washington, D.C. area.

Detention and Removal Operations Washington Field Office

Sponsoring Agency/Office – Border and Transportation Security (BTS)/Immigration and Customs Enforcement (ICE)

Timeframe – Continuous throughout the reporting period.

Background– Prior to March 1, 2003, the program was identified as the Detention and Removal Operations section of the Washington District of the Immigration and Naturalization Service (INS). After March 1, 2003, under ICE, the Field Offices for Detention and Removal Operations were created.

Program/Description – Detention and Removal Operations offices detain aliens for removal to their country of origin that are identified as having violated their status or having entered the United States illegally. On average, the Washington Field Office detains 490 aliens per day in regional and local jails throughout the Commonwealth of Virginia, and removes an average of 25 illegal aliens per week. Personnel from this office also apprehend fugitives for removal. These fugitives are criminals, consisting of gang members and Operation Predator individuals, and other aliens who have final orders of removal and have failed to appear for removal or breached their bond requirements.

Key Accomplishments –
- A congressionally mandated Fugitive Operations Office opened in Richmond, Virginia (not part of NCR) on October 4, 2004. Apprehensions throughout Virginia are expected to increase due to the location of this office in the center of the State.
- The Quick Response Team (QRT) office in Harrisonburg, Virginia (not part of NCR) became fully operational. The office processes aliens located in State and local jails for removal upon their release; almost 300 cases have been processed in this time frame.
- The Washington Field Office completed 1,058 removals during FY 2003, and 1,392 removals during FY 2004.

Current Status & Projected Actions – The development of the Fugitive Operations Office is a priority for FY 2005. Hiring of additional personnel, providing necessary equipment and supplies, and obtaining training are necessary to become fully functional.

DHS Scholarship and Fellowship Program

Sponsoring Agency/Office – Science and Technology (S&T)/Office of Research and Development (ORD)/Office of University Programs

Timeframe – Summer 2003 to present

Background – In the summer of 2003, S&T launched the DHS Scholars and Fellows Program to invigorate and enhance the scientific leadership in research areas of importance to the DHS and homeland security in general. Through incentives in the form of educational support, relevant experiential learning opportunities, and effective communication and feedback from our participants, DHS expects to contribute to meeting the nation's shortage of scientists and engineers by attracting and retaining a diverse and highly talented cadre of homeland security scientific experts.

Program Description – By partnering with universities to train young scientists in homeland security research, the agency is investing in the next generation of U.S. citizen scientists and in the development of the university-based research committed to fulfilling DHS's mission to deter, detect, and respond to terrorist threats. Fifty undergraduate scholars and fifty graduate fellows inaugurated the academic study and summer internship program with the start of the 2003 academic year. The competition in 2004 resulted in an additional 100 students and combined with the previous class, they are studying and pursuing research at 93 colleges and universities located in 38 States and the District of Columbia.

Key Accomplishments – Nine of the Scholars and Fellows attend academic institutions in the National Capital Region. Early evidence from the first class demonstrates that students are interested in participating in government research and work.

Current Status & Projected Actions – The next class of Scholars and Fellows for the 2005-2006 academic year was announced in May 2005, with a principal goal of the program to sustain up to 300 participating students.

Digital Emergency Alert System-National Capital Region Pilot Project

Sponsoring Agency/Office – Emergency Preparedness and Response (EP&R)/Federal Emergency Management Agency (FEMA)/Office of National Security Coordination, in cooperation with Information Analysis and Infrastructure Protection (IAIP)

Timeframe – October 2004 to present. This program was initially designed to be a six month pilot project to be completed in April 2005. A six month extension has been finalized extending the pilot project until October 2005.

Background – The Digital Emergency Alert System-National Capital Region (DEAS-NCR) pilot has been designed to demonstrate how the capabilities of America's public broadcasters can be utilized to dramatically enhance the capabilities of the President to address the American people in the event of a national emergency. FEMA's Office of National Security Coordination serves as the federal government's Executive Agent for the national level of the Emergency Alert System (EAS). The pilot is a joint venture among FEMA, IAIP, and the Association of Public Television Stations (APTS).

The DEAS pilot includes a wide range of participants from government, and the broadcast, cable television, and wireless telecommunications industries. Coordination of the DEAS-NCR pilot is the joint responsibility of FEMA and APTS. Other federal entities participating in the pilot include the Federal Communications Commission (FCC) and the Department of Commerce's (DOC's) National Oceanographic and Atmospheric Administration (NOAA).

Program Description – The DEAS-NCR pilot was formulated around the concept of real time activation by FEMA of simulated emergency alert and warning messages into the digital TV network of PBS and the local affiliate, WETA. Pilot participants within the NCR monitor the primary DEAS source (WETA-DT Channel 27) during the designated testing times, using the test receiving station equipment connected to computers within their premises. Three basic objectives have been identified and have been or will be tested. They are:
- Whether or not an emergency alert and warning text message, in a Common Alerting Protocol (CAP) format, can be digitally transmitted from an origination point (DHS/FEMA) to the pilot participants and retransmitted to their client base?
- Whether or not an emergency alert and warning audio and text message, in a CAP format, can be digitally transmitted from an origination point to the pilot participants and retransmitted to their client base?
- Whether or not an emergency alert and warning audio and video message, in CAP format, can be digitally transmitted from an origination point to the pilot participants and retransmitted to their client base?

Key Accomplishments – In January 2005, simulated text-based alert messages were successfully generated from a computer server and transmitted over the digital television signal of public broadcaster WETA. This "datacast" did not interfere with WETA's normal daily programming, nor was this data received by public television sets.

Interim results suggest that digital broadcasting to voluntary media and telecommunications service providers will significantly improve and enhance the ability of federal, State and local governments to provide critical and lifesaving emergency messaging to the nation. Moreover, using public television's existing infrastructure, DHS is leveraging public-private partnerships to efficiently demonstrate a significantly enhanced public alert and warning message capability.

Current Status & Projected Actions – Because the DEAS-NCR pilot has focused primarily on technology demonstration and proof of concept, next steps will examine how the system can best provide support and enhancement to State and local activations of the alert and warning system. This will be accomplished through examining various secure web portal technologies, stakeholder outreach sessions, training and education.

District of Columbia Rail Corridor Security

Sponsoring Agency/Office – Border and Transportation Security (BTS)/Transportation Security Administration (TSA), and Information Analysis and Infrastructure Protection (IAIP)/Office of Infrastructure Protection (IP)

Timeframe – February 2004 to August 2004; the D.C. Rail Corridor Security initiative is in the pilot phase.

Background – An increasing focus has been placed on the transport of certain types and quantities of hazardous materials classified as explosives, flammable gas, poisonous gas and poisonous materials. Rising concern has centered on terrorist attacks against toxic by inhalation hazard (TIH) materials as they are transported via rail through highly populated urban areas posing risk of injuries and fatalities.

To address this issue, in October 2003 the D.C. City Council introduced a bill (15-525) to prohibit the transportation of certain types and quantities of hazardous materials through D.C. via rail and truck. This bill ultimately became the Terrorism Prevention in Hazardous Materials Transportation Emergency Act of 2005, passed on February 1, 2005. Although rerouting shipments of TIH materials around D.C. seems logical, problems such as track class, conditions, and speed limits increased shipment travel time and cost, and exposure to additional communities surfaced. Thus, in the process of searching for alternatives to the rerouting concept, the D.C. Rail Corridor Security project was created.

DHS created a multi-agency task force to conduct a comprehensive security review, including a vulnerability assessment of the rail infrastructure used for the conveyance of hazardous materials through Washington, D.C. TSA was designated as the lead agency on February 19, 2004, and the team included the following government and industry entities: DHS IAIP, Department of Transportation (DOT) Federal Railroad Administration, DOT Research and Special Programs Administration and its successor agency DOT Pipeline and Hazardous Materials Safety Administration, U.S. Capitol Police, D.C. Police, D.C. Fire, Washington Metropolitan Area Transit Authority (WMATA), D.C. Emergency Management, Federal Bureau of Investigation (FBI), Secret Service, Sergeant-at-Arms of U.S. Senate, and CSX Transportation, Inc. (CSXT Railroad).

Program Description – The D.C. Rail Corridor Security initiative is designed to meet the needs of local law enforcement, first responders, and the Federal Government while supplementing the existing security measures of freight rail operations in the Washington, D.C. area. Recognizing the sensitivity surrounding rail infrastructure and freight traffic through large cities, as well as the unique security challenges presented by such an operation, the rail security corridor initiative seeks to address security challenges while maintaining fluid rail operations. The project aims to identify vulnerabilities and develop mitigation strategies, accomplishing this through performing a fact-based vulnerability assessment, a freight rail hazard analysis, and developing a Buffer Zone Protection Plan.

The rail corridor security initiative provides advance train notification, intelligent video surveillance of rail lines through critical areas, and detection of intruders and radiological, chemical, and biological agents. This information is monitored 24/7 by private companies and relevant local, State, and federal agencies, forming a comprehensive and robust security system.

Key Accomplishments – A team comprised of federal agencies, local law enforcement and first responders, and private railroad staff conducted assessments along 42 miles of track in the D.C. area utilizing three different risk and vulnerability assessment methodologies. Results from the assessments concluded that there are approximately seven miles of D.C. rail lines that are of major interest to all stakeholders and these seven miles were consequently identified for additional physical hardening.

TSA has worked with CSXT Railroad on security enhancements and mitigation strategies for the movement of TIH chemicals in the D.C. Rail Corridor. TSA has proposed three types of strategies and enhancements: technology based, operational, and strategic.

Current Status & Projected Actions – On February 1, 2005, the District of Columbia City Council passed the Terrorism Prevention in Hazardous Materials Transportation Emergency Act of 2005 ("Emergency Act″), which was signed by the mayor and effective on February 15, 2005. The Emergency Act prohibited the shipment of certain hazardous materials by railroad or highway within 2.2 miles of the U.S. Capitol. CSXT and the U.S. government challenged the legislation in the federal courts, and on May 3, 2005, the U.S. Court of Appeals for the District of Columbia Circuit overruled the district court's decision and directed the district court to enter a preliminary injunction against the enforcement of the Emergency Act. The Emergency Act, by its own terms, had a limited life of 90 days and expired on May 16, 2005. It was replaced by the District of Columbia Terrorism Prevention in Hazardous Materials Transportation Temporary Act of 2005 (the "Temporary Act"), which was signed by the mayor on March 17, 2005 and transmitted to Congress for review on March 22, 2005. Pursuant to the D.C. Home Rule Act, the Temporary Act went into effect upon Congress failing to disprove it within 30 days. As the D.C. Circuit recognized in its May 3 decision, the Temporary Act is substantively identical to the Emergency Act. CSXT and the U.S. government have filed papers in the district court challenging the Temporary Act on the same basis as the Emergency Act.

DHS has recently awarded a contract for the development of a pilot implementation of the D.C. Rail Corridor Security project.

Document Scanner Pilot Program – Ronald Reagan Washington National Airport

Sponsoring Agency/Office – Border and Transportation Security (BTS)/Transportation Security Administration (TSA)

Timeframe – September 2004 to October 2004

Background – TSA identified the need for a smaller footprint, less expensive means to check passengers for trace amounts of explosives at locations where explosives trace portals are not feasible. In response to a solicitation, vendors provided variants of their table-top units; one was accepted for testing during FY 2004. Prototypes of the accepted unit were then fielded for concept development and longer-term surveillance in September 2004.

Program Description – Airport evaluation of the early prototype of the Explosives Trace Detection (ETD) manual document scanner to determine the feasibility of protocols for screening passenger documents. It is envisioned that the document scanner will be used where an ETD portal is not practical for screening passengers for explosives. Extended period of evaluation is ongoing, while automated systems are under development.

Key Accomplishments – A document scanner prototype was installed at Ronald Reagan Washington National Airport for prototype evaluation in September 2004. TSA has found that the unit increases efficiency of selectee passenger screening and enhances security by adding an additional type of explosives check to the selectee passenger screening process.

Current Status & Projected Actions – Machines remain in the airport for long-term surveillance. An automated version is under development and will be available after mid-2005.

Explosives Detection Canine Teams

Sponsoring Agency/Office – Border and Transportation Security (BTS)/Transportation Security Administration (TSA)

Timeframe – Continuous throughout the reporting period.

Program Description – TSA-certified explosives detection canine teams provide a visible deterrence at our National Capital Region Airports. Explosive detection canine teams are appropriate for searching buildings, cargo, vehicles, baggage, packages, aircraft, etc., during threats, protection details, or other routine or general sweeps.

Key Accomplishments – In addition to explosives detection capability at the airports, canine teams also provide support to rail and special projects in the NCR. Canine teams supported the Secret Service in December 2004 during inaugural activities.

Federal Air Marshal Service Coverage of the National Capital Region

Sponsoring Agency/Office – Border and Transportation Security (BTS)/Immigration and Customs Enforcement (ICE)/Federal Air Marshal Service (FAMS)

Timeframe – Continuous throughout the reporting period.

Background – The 9/11 attacks refocused FAMS from 33 Federal Air Marshals flying international missions to a program to deter, detect and defeat hostile acts targeting U.S. air carriers, airports, passengers and crew.

Program Description – FAMS coverage of daily Targeted Critical Flights arriving and departing the NCR and selected Special Events within the NCR. As part of the FAMS Concept of Operations, FAMS selects flights that have the potential for decapitation of government, the centers and symbols of the financial infrastructure of the nation, and other critical infrastructure. This requires a large allocation of assets to the NCR.

Key Accomplishments – In addition to the normal daily coverage of Targeted Critical Flights arriving and departing NCR airports, expanded Special Event coverage included:
- Expanded Code Orange coverage (December 2003-January 2004) including surge of ICE Agents
- State of the Union (January 2004)
- WWII Memorial Dedication (May 2004)
- July 4th Celebrations (July 2004/05)
- Reagan Funeral (July 2004)

Current Status & Projected Actions – This is a daily ongoing program. Since January 1, 2005, FAMS has supported the Presidential Inauguration, the State of the Union Address, and World Bank meetings. Future enhancement will include enhanced ICE surge and the Force Multiplier Program which will further expand FAMS situational awareness in the aviation domain, especially within the NCR.

FEMA Region III Support to the National Capital Region

Sponsoring Agency/Office – Emergency Preparedness & Response (EP&R)/Federal Emergency Management Agency (FEMA) Region III

Timeframe – FEMA Region III became involved in the planning for NCR operations in the first quarter of FY 2003. The last official activity at the Initial Operating Facility (IOF) was in July 2003; however, the Region III office continues to provide support to all major activities and events taking place in the NCR.

Background – The NCR was identified as an area for major consideration by the Homeland Security Act of 2002.

Program Description – FEMA Region III had multiple Divisions involved in many areas in support of the NCR. The Response and Recovery Division took the lead in most NCR functional areas. FEMA Region III staffed multiple positions on the National Emergency Response Team for the NCR (ERT-N NCR), played a key role in planning efforts and was thoroughly involved in the design and set up of the IOF.

The primary purpose of these activities was to ensure that the agency could respond in a timely (rapid) manner and become fully functional at the IOF to provide assistance for response to and recovery from incidents in the NCR. The IOF was designed and set up as a hot facility ready to operate as soon as members of the ERT-N NCR arrived. A final draft of the NCR Operations Plan was completed and other Standard Operating Procedures (SOPs), e.g. Operations, Information and Planning, Information Collection, etc., were completed.

Key Accomplishments – During FY 2003, a great deal of effort went towards developing plans and SOPs to respond in the NCR. Additional key actions included:
- A roster for the ERT-N NCR was developed and kept current by the identified Chief of Staff with input from all participating entities.
- Two exercises were conducted. One in January 2003 that coordinated actions with the NCR, Region III and FEMA HQ, and the other a tabletop exercise held during a Regional Interagency Steering Committee meeting in May 2003 at the NCR IOF. ERT-N NCR members, Region III Emergency Support Function (ESF) representatives, NCR ESF representatives, and Council of Government representatives attended the meeting.
- The IOF was a fully functional hot facility. The facility was designed, configured and tested. Organizational units of the ERT-N NCR met at the IOF on a regular basis.
- Region III deployed State Liaison Officers to provide on-site advice and coordination for many activities in the NCR.
- Region III supported response and recovery operations in the fall of 2003 resulting from Hurricane Isabel including declared areas of D.C., Maryland and Virginia.

Current Status & Projected Actions – Region III will continue to provide liaison support for high profile activities in the NCR. Meetings are held frequently with State and District counterparts and the Region regularly provides staff to participate in exercises.

Government Emergency Telecommunications Service

Sponsoring Agency/Office – Information Analysis and Infrastructure Protection (IAIP)/Office of Infrastructure Protection (IP)

Timeframe – Program began in August 1981 as the Nationwide Emergency Telecommunications Service (NETS) and renamed to Government Emergency Telecommunications Service (GETS) in January 1992. GETS does not have a programmatic end date.

Background – GETS (then NETS) was conceived during the Cold War with memories of the communications problems encountered during the Cuban Missile Crisis in October 1962 still fresh. GETS was initially needed to provide survivable communications after nuclear attack. Post-Cold War, it was restructured to provide emergency communications in the event of telephone network congestion due to natural or man-made (terrorist) disasters. GETS achieved initial operational capability on October 1, 1995, and full operational capability on September 30, 2001.

Program Description – GETS provides emergency access and specialized processing in the local and long-distance segments of the public switched telephone network (PSTN) to authorized National Security and Emergency Preparedness (NS/EP) personnel. GETS is a nationwide priority telecommunications service intended for use in a crisis, disaster, or other emergency during which the probability of completing a phone call has significantly decreased. GETS provides a means to overcome network congestion through key features embedded in the PSTN.

Key players include a wide spectrum of NS/EP personnel in federal, State, local, and tribal governments, non-governmental organizations (such as the Red Cross), and personnel responsible for critical infrastructure protection.

Key Accomplishments – To date almost 19,000 GETS cards have been distributed in the NCR. GETS was used during the attacks on the Pentagon on September 11, 2001, the blackout in the Northeast United States August 14-15, 2003, the series of four hurricanes in late 2004, and the Democratic and Republican National Conventions in 2004, all with well over 90 percent successful call completion rates during congestion.

Current Status & Projected Actions – GETS is fully operational within the NCR and nationwide. Seamless integration into the Wireless Priority Service is ongoing.

Homeland Security Grant Administration

Sponsoring Agency/Office – Office of State & Local Government Coordination and Preparedness (SLGCP)/Office for Domestic Preparedness (ODP)

Timeframe – Continuous throughout the reporting period.

Background – Since its inception within the Department of Justice (DOJ) in 1998, the Office for Domestic Preparedness (ODP) has had the mission to develop and administer equipment, training, exercise, and technical assistance programs for State and local emergency response agencies to better prepare them against threats or acts of terrorism involving weapons of mass destruction. In addition, the Homeland Security Act of 2002 assigns ODP with "the primary responsibility within the executive branch of Government to build and sustain the preparedness of the United States to reduce vulnerabilities, prevent, respond to, and recover from acts of terrorism." As a particular consequence, ODP has been the means through which all State Homeland Security Grant Program and Urban Area Security Initiative (UASI) grant funds have been directed to their recipients.

Program Description – During this congressional reporting period, ODP made the following awards to the NCR:

- *FY 2003 UASI Part I* – $18,081,000 (December 30, 2003)
- *FY 2003 UASI Part II* – $42,409,851 (December 30, 2003)
- *FY 2004 UASI* – $31,921,361 (March 29, 2004)

Key Accomplishments – In preparation for the FY 2004 UASI award, the NCR was required to submit a UASI Homeland Security Strategy (HSS) in December 2003 as the basis for allocating funds according to prioritized needs. ODP formed a multi-agency Department of Homeland Security HSS Review Board, which approved the NCR's HSS in February 2004.

Current Status & Projected Actions – ODP continues to work closely with the Office of National Capital Region Coordination to ensure effective strategic planning and responsible expenditure of homeland security funds within the NCR.

Homeland Security Information Network

Sponsoring Agency/Office – Information Analysis & Infrastructure Protection (IAIP)/ Homeland Security Operations Center (HSOC)

Timeframe – September 2003 to present

Background – On December 20, 2002, the Homeland Security Information Network (HSIN) was initiated as a pilot in law enforcement communities at the State and local level between the California Terrorist Information Center, the New York Police Department, and the Defense Intelligence Agency (DIA). HSIN was formally adopted as a DIA program in February 2003, and then transferred to DHS in September 2003. On February 26, 2004, HSIN was officially announced by the Secretary of Homeland Security as the main communication, analysis, and collaboration tool for connectivity with DHS partners.

Program Description – HSIN is the overarching architecture that DHS uses to share information with its federal, State, local, tribal, and private sector partners. HSIN offers a quick and easy method for communication and collaboration that is cost effective and operates over the internet with encryption. HSIN provides near real time situational awareness and collaboration at the Sensitive-but-Unclassified (SBU) level:
- Persistent presence between all users
- Request for Information (RFI) management tool
- For Your Information (FYI) management tool
- Instant messaging (Chat)
- Sketchpad

Key Accomplishments – HSIN was used extensively in 2004 to support New Year's Eve, the G8 Summit, both National Conventions, the Presidential Election, and other events throughout the year.

HSIN rollout to the NCR/D.C., all 50 States, and 5 territories has been completed, including rollout to 53 major urban areas. More than 750 federal, State, and local agencies have been connected, including 46 large city Fire Chiefs. Additionally, international connectivity to Canada and the U.K. is in place.

HSIN-Critical Infrastructure is currently connected to 40,000 private sector members with membership projected at 200,000 by the end of 2005. Secret level connectivity to State Emergency Operations Centers (EOCs) is in progress, and HSIN State expansion rollout targeting all U.S. counties will begin in April 2005.

Current Status & Projected Actions – NCR participates in the HSIN program through the continuum of National Security Special Events (NSSEs), other Special Events, Interagency Incident Management Group activities, HSOC interaction, and training/exercises. The NCR will continue to be a primary player as HSIN connectivity is expanded to all U.S. counties and Secret level connectivity is established at the NCR/State EOCs.

IAIP Response to Threats/Events in the National Capital Region

Sponsoring Agency/Office – Information Analysis and Infrastructure Protection (IAIP)/Office of Infrastructure Protection (IP)

Timeframe – August 2004 to present

Background – IAIP provides operation specialists and training in response to threats and in support of events like National Special Security Events (NSSEs).

Program Description – In general, to support both NSSEs and threats, IAIP will:
- Identify critical infrastructure in the incident area, and the infrastructure's operational characteristics;
- Provide recommendations to the Principal Federal Official (PFO) regarding closings;
- Interface with federal, State, and local interagency representatives on infrastructure protection issues;
- Advise the PFO cell on all infrastructure protection related issues in the affected area

In addition, DHS may station personnel at the PFO cell to respond to requests for support which may include sending teams to conduct Site Assistance Visits (SAVs) and Buffer Zone Protection Plans (BZPPs), and Radiological Detection Device (RDD) training and distribution.

Key Accomplishments –
Support to Banking and Finance Threat (actions in the NCR only):
- DHS maintained situational awareness of the threat and protective measure enhancements of targets to report back to DHS.

Support to 2005 Presidential Inauguration:
- Leading up to the 2005 Presidential Inauguration, DHS participated in the pre-planning sub-committee meetings (led by the U.S. Secret Service and FBI), reviewed SAVs conducted for sites in the D.C. area to identify potential vulnerabilities, and contributed to a threat assessment from the Office of Intelligence Analysis.
- During the Inauguration, DHS sent representatives to the PFO cell and maintained operational specialists with specific expertise (WMD, CBRNE, etc.) on-call.

Current Status & Projected Actions – IAIP is participating in the NCR Federal Protective Measures Working Group to refine the coordination of agencies when responding to threats and/or events.

Interagency Airspace Protection Working Group

Sponsoring Agency/Office – Border and Transportation Security (BTS)/Transportation Security Administration (TSA), and Homeland Security Council (HSC)

Timeframe – Continuous throughout the reporting period.

Background – The Interagency Airspace Protection Working Group (IAPWG) was established shortly after 9/11 to provide a forum for interagency coordination of technical and other issues related to airspace security and defense in the NCR.

Program Description – The IAPWG is chaired by the HSC Director of Aviation and Transportation Security and includes representatives from each agency with equities in NCR airspace security and airspace defense issues. The IAPWG serves as a forum to bring multiple government organizations together as full partners in the cooperative development of procedures and policies to enhance Homeland Air Security.

Various DHS agencies and offices participate in the IAPWG, including Border and Transportation Security, U.S. Secret Service, U.S. Coast Guard, Customs and Border Protection/Air and Marine Operations (CBP/AMO), Immigration and Customs Enforcement/Federal Air Marshal Service (ICE/FAMS), Transportation Security Administration (TSA), Federal Emergency Management Agency (FEMA); other civil agencies represented include the Federal Aviation Administration (FAA), Federal Bureau of Investigation (FBI), Capital Police, Park Police, National Reconnaissance Office. DOD representatives are from the Office of the Assistant Secretary of Defense for Homeland Defense (OASD-HD), NORAD, Continental NORAD Region (CONR), Northeast Air Defense Sector, and the Joint Air Defense Operations Command. The IAPWG provides a forum to discuss operational issues that arise in the National Capital Region Coordination Center (NCRCC).

Key Accomplishments – The IAPWG has contributed to many of the airspace security successes in the Washington, D.C. metropolitan area. For example, the IAPWG:
- Oversaw the development and coordination for interagency approval of the NCRCC Concept of Operations;
- Coordinates and vets numerous Initiatives to enhance airspace security operations as diverse as the Automatic Dependent Surveillance-Broadcast and DOD's Visual Warning System;
- Performed an integral role in the development of the Washington, D.C. Air Defense Identification Zone and Flight Restricted Zone and has worked to acquire and maintain air defense assets for protection of that airspace; and
- Produced a white paper on air security vulnerabilities in the NCR.

Current Status & Projected Actions – The IAPWG plans to continue this indispensable coordination function, proceeding to develop an NCRCC Standard Operating Procedure Manual and evaluating the current Washington, D.C. Air Defense Identification Zone to determine if changes are appropriate.

Interagency Security Plan 04

Sponsoring Agency/Office – Operational Integration Staff (I-STAFF)

Timeframe – April 2004 to January 2005

Background – On April 16, 2004, the President directed the Secretary of Homeland Security to coordinate the development of a federal interagency homeland security plan, in coordination with State, local, tribal and private sector entities, that would identify, develop and implement homeland security efforts during a period of heightened risk for the United States. The Interagency Security Plan (ISP) for a Period of Increased Risk enhanced the national homeland security posture from May 2004 through January 2005. This period represented a time in which the nation would be involved in political and civic events such as presidential nomination conventions and elections. In addition, there were significant national events in the National Capital Region including the dedication of the World War II Memorial and the Presidential Inauguration ceremonies.

Program Description – The ISP identified actionable and measurable initiatives that could be implemented in the short term, sustained over a long term, and enhanced the level of homeland security throughout the nation. The ISP built upon and accelerated initiatives associated with Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents*; HSPD- 7, *Critical Infrastructure Identification, Prioritization and Protection*; and HSPD-8, *National Preparedness*. The ISP also established a new sustainable baseline for Homeland Security Advisory System threat condition "Yellow".

Key Accomplishments – More than 200 homeland security initiatives were enhanced during the period of increased risk identified in the ISP. Key security enhancements included:
- Increased coordinated investigative efforts against targeted terrorist suspects including FBI and Immigration and Customs Enforcement (ICE) assets;
- Increased deployment of security assets and K-9 units;
- Tightening protection of digital control systems and information technology systems by operational changes;
- Increased coordination of federal assistance to respond to and recover from natural and man-made disasters and emergencies;
- Creation of a comprehensive list of Special Events occurring nationally;
- Focusing constrained resources based on threat, vulnerability and potential consequences;
- Providing emergency operations centers in all 50 States and D.C. with the hardware and software necessary to connect to the Joint Regional Information Exchange System.

Current Status & Projected Actions – The Department recently drafted Interagency Security Plan 05 as a continuation to ISP 04. ISP 05 entails the identification of special security enhancements that the government can undertake without raising the HSAS threat level. The Department is also working with other federal agencies to institutionalize the interagency security planning process and using the process as the baseline for security operations across the Federal Government.

Land Transportation Anti-Terrorism Training Program

Sponsoring Agency/Office – Border and Transportation Security (BTS)/Federal Law Enforcement Training Center (FLETC), with support from the Transportation Security Administration (TSA)

Timeframe – November 2003

Background – In response to training needs of the rail sector, the Federal Law Enforcement Training Center developed, with support from TSA, the Land Transportation Anti-Terrorism Training Program (LTATP). The program serves law enforcement and security personnel who are responsible for protecting land transportation systems.

Program Description – LTATP provides Land Transportation Anti-Terrorism Training to passenger railroad officials to:
- Promote greater understanding of the transportation threats and system vulnerabilities;
- Provide tools to enhance passenger rail system security programs; and
- Provide a venue to share recent anti-terrorism information.

Training focuses on protecting the land transportation infrastructure (bridges, tunnels, and other assets) and passengers in rail security operations. The training session includes topics such as:
- Bomb Threat Planning, Recognition and Response
- Case Studies: Attacks against Land Transportation Security
- Contingency Planning for Land Transportation
- Crisis and Consequence Management
- Current Threat Overview and Contemporary Terrorism
- Media Considerations
- Physical Security Overview
- Practical Exercises

This training directly supports TSA's goal to deter terrorists from causing harm or disruption to the transportation system and its users.

Key Accomplishments – TSA, through its partnership with FLETC and Amtrak, was able to support the delivery of this critical training to Amtrak Security professionals. Over 30 Amtrak Security professionals were provided this training.

Current Status & Projected Actions – TSA has funded four LTATPs in FY 2004. These courses were held in Wilmington, Delaware; Arlington, Virginia; Boston, Massachusetts; and New York, New York.

Eight more classes are being conducted in FY 2005. These locations include Washington, D.C.; Houston, Texas; Seattle, Washington; Newark, New Jersey; Atlanta, Georgia; St. Louis, Missouri; Cleveland, Ohio; and San Jose, California.

National Capital Region Information Sharing Program

Sponsoring Agency/Office – Information Analysis and Infrastructure Protection (IAIP)/Office of Information Analysis (IA)

Timeframe – Continuous throughout the reporting period.

Background – The NCR Information Sharing program was created to improve the sharing of all types of information, especially intelligence information, at all levels of government and with the private sector. The 9/11 terrorist attacks provided the primary impetus for the program's creation.

Program Description – The program functions to improve data and report sharing among intelligence analysts and intelligence consumers, and to implement the timely dissemination of intelligence information to key decision-makers. Key players involved include the 15 member organizations of the national Intelligence Community, internal DHS intelligence activities, and related intelligence offices within the city and county governments and communities of the NCR.

Key Accomplishments – DHS liaison officers have been hired and deployed in the NCR to increase the connectivity among information holders in the NCR. Additionally, the program has succeeded in:
- Establishing direct information links at the tactical and strategic levels among federal, State, and local offices that conduct information analysis and investigations;
- Initiating increased source development, data collection, cooperation, collaboration, liaison, outreach, linkages, coordination, and partnerships;
- Re-formulating requirements, databases, messaging systems, quality control, plans, and policies; and
- Initiating increased dissemination of current intelligence analyses, assessments, advisories, bulletins, and other intelligence products.

Program products include a Threat Assessment for the 2004 State of the Union Address, Advisory on high threat to Financial Institutions, Joint DHS and FBI Assessments on International Monetary Fund/World Bank Meeting, Marine Corps Marathon, U.S. Army Ten Miler, and a Joint DHS and FBI Information Bulletin on Lessons Learned from the New York, New Jersey, and Washington, D.C. Terrorist Financial Casing Reports.

Current Status & Projected Actions – The program outcome continues to improve in terms of increasing connectivity and liaison with all levels of government and the private sector in the NCR. Future actions planned include an annual review of the information sharing progress and any resulting needed adjustments within the NCR.

National Communications System Telecommunications Emergency Response Training Seminar

Sponsoring Agency/Office – Information Analysis and Infrastructure Protection (IAIP)/Office of Infrastructure Protection (IP)

Timeframe – October 2004 (one-day seminar)

Background – The National Communications System (NCS) Telecommunications Emergency Response Training (ERT) Seminar program began during 1992 in support of the introduction of the former *Federal Response Plan*. Specifically, the Seminars are presented on a cyclical rotation among the ten Federal Regions, the National Capital Region, and the Caribbean. The seminar for the National Capital Region conducted on October 14, 2004 incorporated the current "Phase 4" Course of Instruction, which will be repeated in subsequent Regions until all have been visited.

Program Description – The NCS Telecommunications ERT Seminar program is designed to promote awareness of the Federal Government's mission, organization and capabilities to conduct emergency response and recovery operations. The seminars highlight the priority telecommunications services that are available for use by emergency planners/managers/ responders of federal, State, local government and private sector organizations. Key outcomes and goals are to:

- Increase user awareness and usage of the NCS-sponsored priority telecommunications services that are available to support emergency response & recovery operations;
- Facilitate discussion of inter-governmental communications assets that are available within federal/State/local and tribal government organizations; and
- Facilitate interaction and coordination between emergency planners/managers before an incident occurs.

The NCS, in coordination with the regional headquarters of the General Services Administration (GSA) and the Federal Emergency Management Agency (FEMA), organizes and conducts the seminars. Participants at the NCR seminar included representatives from local federal offices; the Emergency Management Offices for the District and surrounding county governments; the Maryland Emergency Management Agency (MEMA); and several commercial telecommunications companies.

Key Accomplishments – The NCR seminar was held during the aftermath of the 2004 Florida Hurricane Season. The discussions incorporated preliminary "lessons learned" commentary from Federal operations in the Southeast during August and September 2004, and the prior year's response to Hurricane Isabel in the NCR.

Current Status & Projected Actions – Following the NCR ERT seminar, the program provided seminars in the Caribbean and Federal Region 10 (Seattle), and is scheduling presentation dates for up to four additional seminars before the end of December 2005.

National Disaster Medical System

Sponsoring Agency/Office – Emergency Preparedness and Response (EP&R)/Federal Emergency Management Agency (FEMA)/Response Division

Timeframe – National Disaster Medical System (NDMS) support was provided in January 2004 for the State of the Union Address.

Background – The lead federal agency for security during the State of the Union Addresses is the U.S. Secret Service, who along with the U.S. Capitol Police, requested pre-positioning of DHS/FEMA/NDMS resources to support incident management efforts needed to respond to potential attacks.

Program Description – NDMS pre-positioned assets to provide forward deployed and highly skilled emergency management, mass decontamination, and medical response capability in the event of a terrorist attack during National Special Security Events (NSSEs). NDMS also provided emergency medical and mass decontamination services in the event of any chemical, radiological, or other mass casualty incidents.

Key Accomplishments – NDMS successfully provided medical support during the 2004 State of the Union Address.

Current Status & Projected Actions – NDMS will provide medical support to future heightened security alerts as needed

National Emergency Management Baseline Capability Assessment Program

Sponsoring Agency/Office – Emergency Preparedness and Response (EP&R)/Federal Emergency Management Agency (FEMA)/Preparedness Division

Timeframe – Assessment for the District of Columbia performed in June 2003.

Background – FEMA is responsible for leading and supporting the Nation in a comprehensive, risk-based, all-hazards emergency management program. Central to this responsibility is a clear understanding of the existing capabilities of emergency management authorities and programs at all levels. To achieve such an understanding, FEMA initiated and funded the National Emergency Management Baseline Capability Assessment Program (NEMB-CAP).

Program Description – The NEMB-CAP is a multi-year effort to assess, analyze, evaluate, and collectively frame State emergency management capabilities against a common national standard (the Emergency Management Accreditation Program, or EMAP). Independent, on-site, peer-level EMAP assessments of State and State-level jurisdictions began in January 2003, and are projected to be completed by the end of calendar year 2005.

Key Accomplishments – D.C. met all 54 EMAP standards. It is one of only three assessed State-level jurisdictions to achieve 100 percent compliance and receive EMAP accreditation.

Current Status & Projected Actions – The NEMB-CAP is a one-time program; there is no intent to revisit jurisdictions.

National Exercise Program

Sponsoring Agency/Office – Operational Integration Staff (I-STAFF)

Timeframe – Continuous throughout the reporting period.

Background – In support of Homeland Security Presidential Directive (HSPD)-8, *National Preparedness*, the Secretary of Homeland Security, in coordination with appropriate federal departments and agencies, is charged with establishing a national program and developing a multi-year planning system to conduct homeland security exercises.

Program Description – In coordination with the Office of State and Local Government Coordination and Preparedness (SLGCP), the I-STAFF has helped establish a National Exercise program in support of the goals outlined in HSPD-8. From the Department's inception in March 2003, the NCR has been a key partner in the numerous tabletops, command post and other exercises conducted by DHS. Many of the training initiatives were instituted in preparation for the TOPOFF 3 Exercise which was held April 4-8, 2005.

Key Accomplishments – Examples of national exercises conducted within the NCR include:
- *Office of Private Sector-National Response Plan Critical Incident Response Annex Table Top Exercise:* Exercise to play the role of the private sector in the aftermath of a catastrophic terrorist attack. (April and May 2004)
- *FORWARD CHALLENGE 04-TOPOFF 3 Command Post Exercise:* A major continuity of operations exercise for federal departments and agencies in the NCR and a test of the Federal Government's capability to manage a complex terrorist event as it unfolds. (May 10-13, 2004)
- *Special Sporting Event Security Table Top:* A seminar in Herndon, Virginia that involved the commissioners of the major sporting events that addressed homeland security challenges for high-profile sporting events. (July 23, 2004)
- *Senior Officials Exercise 04:* A classified exercise that addresses national homeland security issues played at the Assistant Secretary level. (August 19, 2004)

Current Status & Projected Actions – The Department recently completed the TOPOFF 3 exercise which is the largest and most comprehensive terrorism response and homeland security exercise to be conducted in the United States. The Master Control Cell for the exercise was located in Washington, D.C. The Department is continuing to plan for a robust exercise schedule that will include many coordination efforts within the NCR area.

National Incident Management System

Sponsoring Agency/Office – Operational Integration Staff (I-STAFF)

Timeframe – Continuous throughout the reporting period.

Background – On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents*, which directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). The system provides a consistent nationwide template to enable federal, State, local and tribal governments and private-sector and non-governmental organizations to work together to prevent, prepare for, respond to and recover from domestic incidents regardless of cause, size or complexity including acts of catastrophic terrorism.

Program Description – The NIMS provides all of the nation's first responders and authorities with the same foundation for incident management for terrorist attacks, natural disasters and other emergencies. The NIMS utilizes the Incident Command System (ICS) as the standard incident management organization for the management of all major incidents, and provides a set of standardized organizational structures and standardized processes, procedures and systems that are designed to improve interoperability among jurisdictions and disciplines. The NIMS system provides significant benefits including:

- Standardized organization structures, processes and procedures;
- Standards for planning, training and exercising, and personnel qualification standards;
- Interoperable communications processes, procedures and systems;
- Information management systems; and
- Supporting technologies—voice and data communications systems, information and data display systems and specialized technologies

The States of Virginia and Maryland and the District of Columbia provided extensive comment and review as the NIMS progressed from a draft to the finalized planning document.

Key Accomplishments – On March 1, 2004, after close collaboration with federal, State, local and private sector organizations including the National Capital Region, DHS issued the NIMS. The NIMS is the first comprehensive national approach to incident management that is applicable at all levels of government and across functional disciplines. The NIMS required the establishment of the NIMS Integration Center (NIC) to provide strategic direction for and oversight of NIMS implementation. The NIC was established in May 2004 in the Emergency Preparedness and Response Directorate/Federal Emergency Management Agency. Federal departments and agencies were required to make adoption of the NIMS by State and local organizations a condition for federal preparedness assistance by October 1, 2004 (FY 2005). By December 31, 2004, all federal departments and agencies with a primary or supporting role under the National Response Plan submitted a NIMS implementation plan to DHS.

Current Status & Projected Actions – The Department is currently implementing a phased implementation of the NIMS at the federal, State, and local levels, as well as within DHS.

National Response Coordination Center
(formerly National Emergency Operations Center)

Sponsoring Agency/Office – Emergency Preparedness and Response (EP&R)/Federal Emergency Management Agency (FEMA)/Response Division

Timeframe – Continuous throughout the reporting period. Ongoing 24/7 support is provided.

Background – A 24/7 watch was initiated in the National Response Coordination Center (NRCC) beginning in August 2003. Readiness is maintained at all times to support the response to any key activities in the National Capital Region such as for State of the Union Addresses, Presidential Inaugurations, and other special events.

Program Description – The NRCC is responsible for monitoring and managing interagency disaster response operations by coordinating mission assignments, activating and deploying disaster response teams, and supporting regional operations and the Homeland Security Operations Center (HSOC).

Key Accomplishments – The NRCC has been available and will be available as needed to support activities in the NCR such as the 2004 State of the Union Address, the 2005 Presidential Inauguration, the 2005 and future State of the Union Addresses and other special events.

Current Status & Projected Actions – The NRCC will continue to be available as needed to support activities in the NCR.

National Response Plan

Sponsoring Agency/Office – Operational Integration Staff (I-STAFF)

Timeframe – Continuous throughout the reporting period.

Background – Following the 9/11 terrorist attacks, the nation's threat environment changed drastically to include the traditional spectrum of natural disasters and the deadly terrorist arsenal of chemical, biological, radiological, nuclear and high-explosive weapons. To address these emerging 21st Century threats, the Homeland Security Act of 2002 and Homeland Security Presidential Directive (HSPD)-5 directed the Secretary of Homeland Security to develop a National Incident Management System (NIMS) and a National Response Plan (NRP). The establishment of these plans was intended to establish clear objectives for a concerted national effort to prevent terrorist attacks within the United States; reduce America's vulnerability to terrorism, major disasters, and other emergencies; and minimize the damage and recover from attacks, major disasters, and other emergencies that occur.

Program Description – The NRP is an all-discipline, all hazards plan that established a single, comprehensive framework for the management of domestic incidents. It provides the structure and mechanisms for the coordination of federal support to State, local and tribal incident managers and for exercising direct federal authorities and responsibilities. The Plan incorporates best practices and procedures from incident management disciplines—homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services, and the private sector—and integrates them into a unified structure. The NRP is predicated upon the NIMS. Together, the NRP and the NIMS provide a nationwide framework for working cooperatively to prevent or respond to threats and incidents regardless of cause, size or complexity.

Recommendations by Arlington County Fire Department regarding lessons learned from the response to the Pentagon terrorist attacks of September 11th were incorporated into the drafting of the NRP. Additionally, the States of Virginia and Maryland and the District of Columbia provided extensive comment and review as the NRP progressed from a draft to the finalized planning document.

Key Accomplishments – This is the first national plan that aligns the patchwork of federal-special purpose incident management and emergency response plans into an effective and efficient structure. The plan was approved by the Homeland Security Council on November 18, 2004 and signed by 29 federal departments and agencies and 3 non-governmental organizations in December. The Plan was publicly announced by former DHS Secretary Ridge on January 6 2005. Federal departments and agencies have begun to transform their emergency preparedness and response plans to align with the guiding principles of the NRP.

Approximately 100 NRP presentation briefings have been conducted with federal, State, local and private sector entities throughout the nation. The majority of these briefings have occurred in the NCR vicinity.

Current Status & Projected Actions – The NRP became fully activated on April 14, 2005. All federal departments and agencies are to use the structures and coordination mechanisms outlined in the NRP for all Incidents of National Significance that would require a federal response to a natural or man-made disaster. DHS's Emergency Preparedness and Response Directorate/ Federal Emergency Management Agency, in close coordination with the DHS Office of the Secretary, will maintain the NRP. The plan will be updated to incorporate new Presidential directives, legislative changes, and procedural changes based on lessons learned from exercises and actual events.

Washington, D.C. served as the first site of seven national NRP Rollout Seminars that are designed to inform federal, State, local, tribal and private sector partners about this critically important initiative.

National Special Security Event – Operation Serenade

Sponsoring Agency/Office – United States Secret Service (USSS)

Timeframe – June 11, 2004, Reagan Funeral

Program Description – Participants:

- United States Secret Service
- United States Capitol Police
- United States Park Police
- Federal Bureau of Investigation
- Federal Emergency Management Agency
- Washington Metropolitan Police
- Metropolitan Transit Police
- District of Columbia Emergency Management Agency
- Military District of Washington
- Prince Georges County Police
- National Cathedral Police
- United States Department of State

Current Status & Projected Actions – Concluded.

National Terrorism Prevention Training Program

Sponsoring Agency/Office – Information Analysis and Infrastructure Protection (IAIP)/Office of Infrastructure Protection (IP)

Timeframe – Training courses were first conducted starting in August 2003 and the most recent occurred in January 2005.

Background – The 9/11 terrorist attacks illustrated the increasing need to protect not only our nation's infrastructure but our way of life. IAIP's Protective Security Division (PSD) reduces the nation's vulnerability to terrorism by developing and coordinating plans to protect critical infrastructure and denying use of our infrastructure as a weapon.

Program Description – The National Terrorism Prevention Training Program provides protection personnel in the public and private sectors specialized security training to prevent and protect against continuing and emerging threats to our nation's infrastructure. Courses include:
- Buffer Zone Protection Plans (BZPPs)
- Surveillance Detection
- Soft Target Awareness
- SWAT Operations in CBRNE Environment
- SWAT Waterborne Operations Training
- Underwater Hazardous Device (UHD) Course

Key Accomplishments – Twelve courses have been conducted so far in the NCR:
- Clorox Table Top; *Arlington, VA*
- Emerging Threats Course; *Fairfax, VA*
- Improvised Explosive Devices Course; *Washington, DC*
- Soft Target Awareness Course: Education; *McLean, VA*
- Soft Target Awareness Course: Hotels and Large Buildings; *Washington, DC*
- Soft Target Awareness Course: Hotels and Large Buildings; *McLean, VA*
- Soft Target Awareness Course: Malls and Shopping Centers; *Crystal City, VA*
- Soft Target Awareness Course: Malls and Shopping Centers; *McLean, VA*
- Surface Transportation Antiterrorism Program; *Washington, DC*
- SWAT Operations in CBRNE Environment; *Fairfax, VA* (2)
- SWAT Operations in CBRNE Environment; *Gaithersburg, MD*

Current Status & Projected Actions – Additional courses will be conducted as requested or determined to be necessary.

"News and Terrorism: Communicating in a Crisis" Workshop Series

Sponsoring Agency/Office – Science and Technology (S&T), in coordination with the Office of Public Affairs (OPA)

Timeframe – June 2003 to present

Background – On June 20, 2003, DHS and the National Academies joined with the Potomac Conference of The Greater Washington Board of Trade and Radio Television News Directors Association to host "Media and the First Response" in Washington, D.C. This first-ever working session between the media and government information officials was designed to provide a better understanding of the challenges of terrorism response and reporting. The program served as a model for the "News and Terrorism" workshop series.

Program Description – In May 2004, DHS and the National Academies, in conjunction with the Radio and Television News Foundation, launched "News and Terrorism: Communicating in a Crisis," a series of ten interactive workshops around the nation designed to examine communication issues and to provide background information on potential terrorist threats. Each workshop features a tabletop terrorist scenario, tailored for each location, in which a small group of journalists, government officials and experts react to a simulated terrorist incident. The day-long program also includes speakers who will discuss scientific information, advice on protective measures, and disaster planning guidance. This hypothetical terrorism exercise is designed to vividly bring to the forefront the many challenges faced by both groups during a crisis in getting accurate and timely information to the public. The ten cities include:

- August 2004 – Chicago, IL
- September 2004 – Kansas City, MO
- October 2004 – Portland, OR
- October 2004 – Philadelphia, PA
- December 2004 – Miami, FL
- January 2005 – Austin, TX
- March 2005 – Atlanta, GA
- June 2005 – Denver, CO
- July 2005 – Boston, MA
- August 2005 – San Francisco, CA

The June 2003 workshop held in the NCR, "Media and the First Response", served as the pilot for the workshop series.

Current Status & Projected Actions – Eight workshops, along with the NCR pilot workshop, have been successfully completed as of June 2005. Two additional workshops are planned for completion in July and August 2005 in Boston, Massachusetts and San Francisco, California respectively.

Pre-Positioned Disaster Supplies Program

Sponsoring Agency/Office – Emergency Preparedness and Response (EP&R)/Federal Emergency Management Agency (FEMA)/Response Division

Timeframe – October 2003 to present

Background – The Pre-Positioned Disaster Supplies (PPDS) program involves partnerships with the States to pre-position disaster supplies, ultimately reducing response time from disaster incident to delivery of critical Initial Response Resources (IRR).

Program Description – The program consists of 20-foot (250-victim) and 40-foot (500-victim) IRR containers developed to pre-position life-saving/life-sustaining disaster equipment and supplies as close to a potential disaster site as possible, substantially reducing the response time from incident to delivery of these assets. Each container provides disaster relief supplies for 250 or 500 victims. The goal is to build enough containers to support a total of 100,000 victims.

Prior to positioning the containers, a Memorandum of Agreement (MOA) is signed by FEMA's Response Division and the respective State.

Key Accomplishments – A 40-ft IRR container was pre-positioned in Richmond, Virginia on July 30, 2004. This container could be used to support an NCR contingency, supplying critical resources to the affected area.

Current Status & Projected Actions – To date, in the overall PPDS program, enough containers have been built to support 45,000 victims and ten containers have been pre-positioned in various States across the U.S., including Virginia and Maryland. In addition to the container mentioned above, a 40-ft IRR container was pre-positioned in Reisterstown, Maryland on April 1, 2005. The Virginia and Maryland containers are available to support an NCR emergency.

Program for Response Options and Technology Enhancements
for Chemical Terrorism

Sponsoring Agency/Office – Science and Technology (S&T)

Timeframe – Initiated in 1998 and transitioned from DHS support to Washington Metro Area Transit Authority (WMATA) ownership in summer 2003.

Background – The Program for Response Options and Technology Enhancements for Chemical Terrorism (PROTECT) was initiated to demonstrate a networked chemical detection system using commercially available components, develop associated Concepts of Operations (CONOPS), train local users, integrate into local response structure, and transition to local ownership for sustainment. The intent of demonstration programs such as PROTECT is to create a model for potential proliferation of capability to other users.

Program Description – PROTECT is a systems approach to interior infrastructure protection for chemical incidents. A full PROTECT capability includes facility hardening, detection, emergency management information systems, transport modeling, engineering countermeasures, and emergency response. The PROTECT system is aimed at providing an early warning crisis management capability in the event of a chemical agent attack in a subway (and potentially other transit) system.

The system detection capability comprises chemical detectors and video monitors which provide remote surveillance around the detector emplacement areas. Chemical agent detector activation is electronically reported to the Operations Control Center, and the appropriate video camera(s) is automatically directed to the detector vicinity. Robust requirements describing a system alarm result in very low projected false system responses. The PROTECT system also provides for remote situational awareness for responders by providing connections to the system external to the equipped transit terminal but in its immediate proximity.

WMATA has over 100 detectors, with corresponding video surveillance cameras, located in multiple subway stations. Capability will detect high priority chemical agents. Two hundred operations and emergency responder personnel have been trained. The system was transitioned from DHS support in summer 2003 and has been operated by WMATA since that time.

Key Accomplishments – The system, as noted above, was developed, tested, and transitioned to local control and operation by summer 2003. Because of the robust CONOPS, training, and integration with local response assets, the preparedness of the D.C. Metro system has been substantially improved against attacks involving perceived high priority threats. Overall response time against such attacks has been measurably decreased, resulting in the potential to take prompt mitigation actions to save lives and limit contamination.

Current Status & Projected Actions – WMATA now retains ownership and control of the system as an integral response asset.

Public Safety Radiological/Nuclear Materials Interdiction Initiative

Sponsoring Agency/Office – Information Analysis and Infrastructure Protection (IAIP)/Office of Infrastructure Protection (IP)

Timeframe – Radiological Detection Devices (RDDs) were deployed and training was provided to the NCR in November 2004.

Background – The goals of this initiative are to:
- Deter terrorists who know we have a distributed radiological detection capability;
- Provide the U.S. with a detection capability that is resident within our densely populated urban areas and in the hands of the law enforcement authorities who know their jurisdictions, where terrorist sympathizers tend to reside; and
- Provide the U.S. law enforcement community an initial capability to begin searching for radiological materials if they are suspected of being in the country.

Program Description – IAIP deployed pagers around the U.S. under the Public Safety Radiological/Nuclear Materials Interdiction initiative. The goal of this initiative is to provide detection devices, along with training in the use and operational concepts of the devices, to local public safety officers to detect and interdict radioactive materials intended for malicious use. These devices are capable of detecting both Radiological Dispersal Devices (RDDs, or "dirty bombs") and nuclear weapons. The Protective Security Analysis Center maintains and deploys the pagers as well as analyzes the results from public safety officers in the field. In the event that the Federal Bureau of Investigation (FBI) initiates an active search for nuclear material, the local officers are trained to be available to support the search.

Radiation pagers are currently deployed to public safety officers in high-threat cities and may be made available to additional public safety officers in response to specific threats and heightened threat periods.

Key Accomplishments – In November 2004, IAIP's Protective Security Division deployed 300 radiological pagers to the NCR for use by the Metropolitan Police Department. These pagers were available for use during the Presidential Inauguration and the State of the Union Address.

Current Status & Projected Actions – 300 radiological pagers are still deployed to the NCR. In FY 2005 in conjunction with the new DHS Domestic Nuclear Detection Office, IAIP will use a phased approach to continue the deployment of devices throughout the country based on the end-to-end framework developed in the Radiological and Nuclear Countermeasures System Architecture Analysis (see next section).

Radiological and Nuclear Countermeasure System Architectures Analysis

Sponsoring Agency/Office – Science and Technology (S&T)/Homeland Security Advanced Research Projects Agency (HSARPA). Program responsibility was transferred to the Domestic Nuclear Detection Office (DNDO) in March 2005.

Timeframe – October 2004 to May 2005

Background – The Radiological and Nuclear Countermeasure System Architectures Analysis (RNCSAA) program was initiated in February 2004 to address the threat of terrorist use of a radiological dispersal device, improvised nuclear device, or nuclear weapon in the U.S. through a comprehensive systems approach that emphasizes early detection and effective intervention capabilities at the federal, State and local levels. Broad Agency Announcement (BAA) 04-01, "Radiological and Nuclear Countermeasure System Architectures Analysis (RNCSAA)," was issued in February 2004, with the objective of providing a "system-of-systems level analysis and understanding of the current and potential future international and national nuclear and radiological countermeasure infrastructures." Applied Research Associates, Inc. (ARA), submitted a successful proposal in response to this BAA, and was awarded a contract for Phase I of the effort (period of nine months), effective October 2004. DHS has entered negotiations with The Boeing Company for Phase II award. ARA is to be a subcontractor for Boeing during Phase II. The contracting agency for this effort is the Space and Naval Warfare Systems Center (SPAWAR), San Diego, California.

Program Description – ARA proposed to assess end-to-end architectures to meet terrorist threats with a focus on protection of key target locations, with an emphasis on the National Capital Region. The key goals of the program are to establish a general end-to-end framework for a comprehensive homeland security strategy, to examine vulnerabilities of the baseline architecture, to identify and evaluate "novel" architectures for possible future deployment, and to recommend additional studies based on the results of the Phase I work.

Deliverables for Phase I of the program include quarterly and monthly reports describing program activities to date, progress achieved against goals, difficulties encountered, and future plans. The major deliverable is a final report, detailing the work accomplished during Phase I, to include specification of potential defense layers for an end-to-end Countermeasures Architecture, an assessment of potential penetration points, and suggested detection and response approaches to countering such threats, and recommendations for a set of metrics to support future prioritization of investments.

Key Accomplishments – Monthly and quarterly reports have been received. Reports and briefings provided by ARA to date indicate they will meet their Phase I program goals.

Current Status & Projected Actions – Phase I of the program is currently nearing completion, and ARA has submitted a draft of their final report for review and comment by DHS Program Management. SPAWAR will continue as the contracting agency for Phase II, and it is expected that the Boeing Phase II contract, with ARA as a subcontractor, will be completed prior to the end of July 2005.

RapidCom Initiative

Sponsoring Agency/Office – Science and Technology (S&T)/Office for Interoperability and Compatibility (OIC)/SAFECOM Program

Timeframe – May 2004 to October 2004

Background – In May 2004, former DHS Secretary Ridge announced the launch of RapidCom, an initiative to help improve capabilities for immediate, incident-level, interoperable emergency communications in ten high-threat urban areas. The SAFECOM program led the effort, working in cooperation with federal partners such as the DHS Office for Domestic Preparedness (ODP), Department of Justice (DOJ) 25 Cities program, and the National Institute of Justice CommTech program to provide assistance to the following urban areas:
- Boston, Massachusetts
- Chicago, Illinois
- Houston, Texas
- Jersey City, New Jersey
- Los Angeles, California
- Miami, Florida
- National Capital Region
- New York, New York
- Philadelphia, Pennsylvania
- San Francisco, California

Program Description – RapidCom has provided assistance to incident commanders to improve their abilities to adequately communicate with each other and their respective command center within one hour of a major incident. RapidCom NCR's main function was to provide emergency-level communications interoperability assistance. Based on input from local practitioners, RapidCom NCR identified three main assistance offerings. These included:
- *Tabletop Exercise (TTX):* The tabletop exercise was designed to provide local first responders with an opportunity to learn about existing communications interoperability capabilities and practice how to use these capabilities during a real life scenario. NCR had not previously participated in a tabletop focused only on communications interoperability.
- *Tabletop Exercise (TTX) After Action Report:* The tabletop after action report was designed as a way to systematically observe and document key findings and identify gaps during each tabletop exercise. The data documented was driven by observations collected from the technical observers and participants who attended the tabletop exercise.
- *Interoperability Pocket Cards:* The pocket cards were developed to further enhance first responders' awareness of the communications interoperability capabilities in their region. Pocket cards were designed to be carried by first responders and can be used during an incident to request specific capabilities; they were developed for responders in select

jurisdictions. These cards provide the specific information required to establish interoperable connections in the event of an emergency.

- *Communications Personnel Interoperability Resource Guide:* This document was developed in order to provide communications officials and dispatchers with in-depth information about the various communications interoperability resources in the region.

All activities described above were specifically developed for the NCR. The lessons learned from this work served as the basis for methodologies and templates for assistance to other RapidCom Urban Areas, as well as replicable tools and models that other communities now are able to leverage.

Key Accomplishments – The September 15, 2004 tabletop gave NCR an increased awareness of all available regional communications interoperability capabilities. The dispatchers, operational specialists, and communications specialists who participated gained a better understanding of regional capabilities and were able to learn about the various paths available to achieve interoperability from their peers.

The RapidCom tabletop exercise benefited the NCR public safety community by providing a forum for these issues to be discussed; the after action report developed from the exercise aided local practitioners and officials by helping to increase the awareness of existing interoperability capabilities.

In addition to this accomplishment, the RapidCom team developed the Interoperability Continuum. This tool provides a graphical depiction to demonstrate that there are multiple components to the development of a successful interoperability solution, beyond technology. These components include governance, standard operating procedures, technology, training/exercises, and usage of interoperable communications. The Interoperability Continuum provides a framework from which all public safety agencies at the local, tribal, State, and federal levels can baseline their planning and implementation of communications interoperability solutions.

Current Status & Projected Actions – The After Action Report for the NCR Communications-Specific Tabletop Exercise was presented and delivered to the Metropolitan Washington Council of Governments (MWCOG) Police and Fire Communications Subcommittees on October 29, 2004. NCR representatives also attended the RapidCom Urban Area Summit on October 28, 2004. SAFECOM has no further RapidCom activities planned for the NCR.

Risk Management Series

Sponsoring Agency/Office – Emergency Preparedness and Response (EP&R)/Federal Emergency Management Agency (FEMA)

Timeframe – December 2003 to present

Background – In an effort to mitigate potential terrorist attacks against buildings, FEMA initiated the Risk Management Series. On March 17, 2003, the Second Federal Committee Working Group gathered in Washington, D.C. to review the drafts of four major man-made disaster publications that were in the process of preparation. This committee included more than ten federal agencies. These four publications were completed on December 2003.

On May 28, 2003, the first pilot for the Building Design of the Homeland Security Course took place at FEMA National Emergency Training Center in Emmitsburg, Maryland. Around forty students from different federal agencies participated in this event. After this pilot, the course was reviewed and offered at the following locations:
- Virginia Tech, January 15-17, 2004
- National Training Center at Emmitsburg, Maryland, March 23-26, 2004
- FEMA II, New York City, June 9-11, 2004
- Columbia University, September 29-30, 2004
- FEMA Headquarters, October 12-14, 2004
- City of Annapolis, December 15-17, 2004

Program Description – The purpose of the Risk Management Series is to reduce physical damage to structural and nonstructural components of buildings and related infrastructure, and to reduce resultant casualties during conventional bomb attacks, as well as attacks using chemical, biological, and radiological agents (CBR).

Training familiarizes students with assessment methodologies available to identify the relative level of risk for various threats, including blast and CBR. Through the course, the students are introduced to several Risk Management Series Manuals. The manuals intend to address security issues in high-population, private sector buildings. The intended audience includes the building sciences community of architects and engineers working for private institutions, as well as State and local government officials working in the building sciences community.

Extensive materials and applications included in the manuals and course are based on examples from the NCR.

Key Accomplishments – The following publications were completed during this congressional reporting period:
- FEMA 426: Reference Manual to Mitigate Potential Terrorist Attacks Against Buildings
- FEMA 427: Primer for Design of Commercial Buildings to Mitigate Terrorist Attacks
- FEMA 428: Primer to Design Safe School Projects in Case of Terrorist Attacks

- FEMA 429: Insurance, Finance, and Regulation Primer for Terrorism Risk Management in Buildings
- E155: Building Design for Homeland Security

Innumerable public and private organizations from the NCR are using FEMA's manuals in rehabilitating or designing their new buildings. Code, engineering and architectural organizations are using FEMA's manuals as key publications and design guidance.

Current Status & Projected Actions – The following publications are being developed and will be completed in FY 2005 and FY 2006:
- FEMA 430: Primer: Building, Site and Layout Design Guidance to Mitigate Potential Terrorist Attacks
- FEMA 452: Methodology for Preparing Threat Assessments for Commercial Buildings
- FEMA 453: Multi-hazard Shelter (Safe Havens) Design

The Department of Veterans Affairs, the Smithsonian Institution, and the Department of Health and Human Services have adopted the methodology described in FEMA 452. Currently, the Office of National Security Coordination is taking the necessary steps to endorse this methodology and assess a large of number of federal buildings, many of them in the NCR.

These publications will be widely distributed throughout the NCR and are expected to improve security. The publications will also increase the protection of and strengthen high occupancy buildings so that these buildings will be able to withstand any potential terrorist assaults.

Site Assistance Visits

Sponsoring Agency/Office – Information Analysis and Infrastructure Protection (IAIP)/Office of Infrastructure Protection (IP)

Timeframe – Site Assistance Visits (SAVs), which take 1-3 days to complete, have been conducted in the NCR since December 2004 and are ongoing.

Background – The SAV relies on subject matter experts (SMEs) in both the government and the industry. Government SMEs address areas of government coordination, crisis management, physical security, cyber security, operational security, and infrastructure interdependencies and systems effects. Industry SMEs provide focus in the areas of management, operations, physical and cyber security, and utility management staff. These experts build upon previous vulnerability assessments by addressing relevant security concerns using facility tours combined with joint and break-out sessions.

No formal recommendations are provided during the SAV, only options for consideration. Such information is provided to companies to vet into their own risk management framework to determine if further action is merited.

Program Description – The SAV methodology is designed to facilitate vulnerability identification and mitigation discussions between government and industry in the field. The purpose of a SAV is fourfold:
- Develop each site's understanding and awareness of its physical vulnerability to terrorist attack and systems connectivity, interdependency, and weaknesses;
- Create a site-specific report from visit observations, expert inputs, and background data;
- Create generic reports for specific industry use; and
- Gather sector-specific information for the National Asset Database.

Key Accomplishments – 33 SAVs have been completed in the NCR.

Current Status & Projected Actions – IP will continue to conduct SAVs as they are requested by the sector, the State or the site, utilizing the Buffer Zone Protection Plan (BZPP) site list or as threats dictate.

Small Business Innovation Research Program

Sponsoring Agency/Office – Science and Technology (S&T)/Homeland Security Advanced Research Projects Agency (HSARPA)

Timeframe – HSARPA established the DHS Small Business Innovation Research (SBIR) program in December 2003. S&T's goal is to increase participation of technically innovative small businesses in Federal Research/Research and Development (R/R&D), and to challenge industry to bring innovative homeland security solutions to reality. DHS SBIR has made eight NCR Phase I (six-month) project awards within this congressional reporting period.

Background – All federal agencies with an extramural R&D budget exceeding $100 million are required to participate in the SBIR program. Not less than 2.5 percent of the annual extramural budget is reserved for awards each fiscal year to small businesses for R/R&D through a three-phase process. The program offers qualified small business funding for high risk research and the opportunity for these small businesses to commercialize the result of the SBIR project.

Program Description – SBIR releases two solicitations each fiscal year with various R&D topics that reflect S&T's mission to engage the private sector to satisfy DHS critical technology. The small businesses that qualify and participate in the SBIR program develop technologies, products, and services that can be commercialized through sales in the private sector or back to the government.

Key Accomplishments – SBIR made eight awards to NCR small business firms. The 8 firms have received a total of $792,473, with individual firms each receiving up to $100,000 for Phase I projects in several DHS priority areas. In Phase I, they will define the scientific, technical and commercial merit of a particular concept. Firms, whose concepts prove successful in Phase I, may be invited to apply for a two-year Phase II award not to exceed $750,000 to further develop the concept, usually to the prototype stage. The eight NCR Phase I contracts were among 89 other small businesses awarded with FY 2004 DHS SBIR funds.

Current Status & Projected Actions – The following NCR small businesses were selected for DHS SBIR awards during this congressional reporting period:
- Cigital, Inc., Sterling, Virginia
- Spatial Data Analytics Corporation, Vienna, Virginia
- BioTraces, Inc., Herndon, Virginia
- SNVC, Fairfax, Virginia
- Stan Klein Associates, Rockville, Maryland
- TecSec, Vienna, Virginia
- AGNIK, Columbia, Maryland
- Decisive Analytics Corporation, Arlington, Virginia

Surged Maritime Presence

Sponsoring Agency/Office – United States Coast Guard (USCG)

Timeframe – Continuous throughout the reporting period.

Background – Since the 9/11 attacks, the Coast Guard has routinely surged additional surface and air assets to the NCR to provide a maritime security presence in support of both scheduled events and other random deployments.

Program Description – Surge deployments can include a full range of Coast Guard assets including Maritime Safety and Security Teams, Coast Guard patrol boats and armed and unarmed helicopter patrols.

Key Accomplishments – In addition to non-scheduled events, the Coast Guard has provided support to several scheduled security events during the period including President Ronald Reagan's funeral.

Current Status & Projected Actions – The Coast Guard will continue to respond to specific requests as well as providing a random, unpredictable increase to its maritime presence as a deterrent measure.

Transit and Rail Inspection Pilot – New Carrollton, Maryland and Union Station, District of Columbia

Sponsoring Agency/Office – Border and Transportation Security (BTS)/Transportation Security Administration (TSA)

Timeframe – May 2004 to July 2004

Background – The terrorist bombings of four commuter trains in Madrid, Spain on March 11, 2004 expedited and expanded a screening prototype for the passenger rail environment under planning at TSA since fall 2003. Former DHS Secretary Ridge announced the Transit and Rail Inspection Pilot (TRIP) project on March 22, 2004 to test new technologies and concepts for screening passengers and luggage for explosives in the rail environment.

Program Description – In conducting TRIP, TSA used advanced automated X-ray explosives detection equipment and several explosive trace detection technologies, as well as canine patrols.

- *Phase I:* Completed checkpoint deployed at New Carrollton Rail Station to screen passengers and baggage. The technology included advanced automated explosives detection equipment and explosives trace detection (ETD) units for baggage and an explosive trace detection portal for passengers.
- *Phase II:* Checked baggage screening at Union Station for long haul National Railroad Passenger Corporation (AMTRAK) passengers. The technology used included automated explosives detection equipment and ETD units.

Canine teams from the Maryland Transportation Authority Police Department and Washington Metro Area Transit Authority (WMATA) Canine provided support for this pilot program. Canine teams swept the train platforms before screening of passengers and baggage commenced, examined unattended bags/articles, and searched cargo, vehicles, and luggage as appropriate.

Stakeholders and partners in this pilot included: AMTRAK, Federal Railroad Administration, the Washington Metropolitan Area Transit Authority, the Maryland Rail Commuter Service , a subsection of the Maryland Department of Transportation, and the Prince George's County Fire Department Bomb Squad and County Police.

Key Accomplishments – Phase I screened 8,835 passengers and 9,875 carry-on bags on a commuter train. Phase II tested explosive screening equipment on 3,817 checked and 527 unclaimed bags; 3,997 temporarily stored items; and 253 items of break-bulk cargo at Union Station in Washington, D.C.

Reaction to TRIP from passengers, the media, and Members of Congress was positive, crediting DHS/TSA for preemptively addressing a commonly perceived security risk. The results demonstrated that currently available technology might be applied to screen for explosives in the rail environment under appropriate conditions.

The pilot yielded important data on the equipment's effectiveness, cost, and impact on customer service. Information gathered from the pilot will be valuable in evaluating future security programs for specific threat conditions, special events and other modes of transportation. If for any reason it were decided that checked baggage, temporarily stored personal items, unclaimed baggage, and break bulk cargo in Union Station, D.C., in the National Capital Region needed to be screened for explosives, this pilot demonstrated that this policy could be implemented.

TSA has acknowledged that the screening processes tested would be very difficult to implement on more heavily used passenger rail systems, such as mass transit systems in large urban areas, because these systems carry high volumes of passengers and have multiple points of entry. However, TSA officials stated that the screening processes used in TRIP may be useful on certain long distance intercity train routes, which make fewer stops.

Current Status & Projected Actions – Results documented for future use in developing screening solutions for immediate response to specific threats. TSA will use TRIP program data to determine the feasibility of deploying targeted screening resources and protocols in high threat rail and transit areas or where specific intelligence indicates there is a need. This information will assist TSA as it works with its federal, State, local, and private sector partners to develop options and procedures to enhance rail security.

U.S. Coast Guard Station Washington, D.C.

Sponsoring Agency/Office – United States Coast Guard (USCG)

Timeframe – Permanently established in 2004

Background – Prior to 9/11, there had not been a permanent Coast Guard waterborne presence in the NCR.

Program Description – The Coast Guard established a permanent small boat station in 2004. The station supports three 25-foot Homeland Security Response Boats, and associated crews. Each response boat is equipped with weapons mounting capability, including machine guns, a state-of-the-art navigation system with electronic chart plotter, twin outboard engines, and is transportable by trailer or aircraft.

Key Accomplishments – In fiscal year 2004, Coast Guard Station Washington, D.C. dedicated over 1,200 hours patrolling the maritime waterways and approaches within the NCR.

Current Status & Projected Actions – Coast Guard Station Washington, D.C. provides regular security patrols in the NCR including the Anacostia River, the Washington Channel, and the Potomac River north of the Woodrow Wilson Bridge.

Virginia Statewide Planning Effort

Sponsoring Agency/Office – Science and Technology (S&T)/Office for Interoperability and Compatibility (OIC)/SAFECOM Program

Timeframe – February 2004 to May 2004

Background – In late 2003, as reliable, real time, and adequate wireless interoperable communications became a high priority, the Commonwealth of Virginia realized its need for one focal point to coordinate its interoperability efforts. As a result, the Governor of Virginia, along with the Secretary of the Office of Public Safety and the Assistant for Commonwealth Preparedness, created the Commonwealth Interoperability Coordinator (CIC) position. Virginia's leadership also determined that a statewide strategic plan, with local public safety practitioner involvement, was necessary to guide future interoperability efforts.

After participating in a public safety wireless communications interoperability strategy session held by DHS's SAFECOM Program, Chief Charles Werner, Deputy Fire Chief, Charlottesville Virginia Fire Department and Barry Green, the Virginia Deputy Secretary of Public Safety, asked SAFECOM to provide assistance to the CIC in its efforts to put together a similar interactive process.

Program Description – The purpose of the effort was to develop a strategic plan for improving statewide interoperable communications for the Commonwealth of Virginia. The planning process included six regional focus group sessions, which culminated in a final strategic planning session. Virginia's Office of Interoperability partnered with SAFECOM to establish criteria for identifying appropriate participants. SAFECOM and representatives from the Commonwealth Office of the Secretary of Public Safety then met with public safety associations and State department leaders to identify potential participants who met the criteria. Leaders from the Virginia Association of Chiefs of Police, Department of Emergency Management, Department of Fire Programs, Department of Health, Sheriff's Association, and State Police were asked to provide names and contact information for potential focus groups and strategic planning participants.

The strategic planning process resulted in a fiscal year 2005-2007 Strategic Plan with four key goals, supporting initiatives, and performance measures to assess progress. The Commonwealth has committed to review and modify the key goals and initiatives on an annual basis and will include the public safety community in the process. Based on lessons learned from the Virginia planning process, SAFECOM released the Statewide Communications Interoperability Planning (SCIP) Methodology for integrating practitioner input into a successful statewide strategic plan. The SCIP Methodology serves as one approach for States to consider as they initiate statewide communications planning efforts. SAFECOM believes the Virginia planning process can be useful in the development of other statewide strategic plans because it describes a process that builds support at all levels of government.

Key Accomplishments – The initiative resulted in the creation of a Strategic Plan for Statewide Communications Interoperability for fiscal years 2005-2007. The Plan presents a mission for the CIC and the vision for the Commonwealth's public safety communications interoperability efforts; key goals that support the mission and vision; specific initiatives that the Commonwealth can perform to achieve the identified goals; a governance model and the functional requirements necessary for the CIC to implement and accomplish the initiatives; and recommended next steps that will immediately put the Commonwealth on the path to successful implementation of the plan and enhancing communications interoperability in Virginia.

The execution of this plan, if implemented in conjunction with existing interoperability efforts, will dramatically improve communications interoperability throughout Virginia. Consequently, the ability to relay incident scene information directly, efficiently, and effectively will provide increased protection of the lives of Virginia's public safety responders and citizens.

In addition, the SCIP Methodology, developed by SAFECOM and based on lessons learned from the Virginia planning effort, can be utilized by the rest of the NCR as well as the rest of the States in the nation to guide the development of communication interoperability planning.

Current Status & Projected Actions – The Virginia Statewide Planning Effort was a short-term initiative designed to develop a strategic plan for improving statewide interoperable communications. SAFECOM does not have a role beyond its role as partner in the development of the plan. The Commonwealth of Virginia is responsible for implementing the initiatives developed through the planning process.

Wireless Priority Service

Sponsoring Agency/Office – Information Analysis and Infrastructure Protection (IAIP)/Office of Infrastructure Protection (IP)

Timeframe – Program has been in existence from 2002 to present.

Background – Increased cellular phone usage by the general public in emergency situations regularly results in extreme network congestion, preventing key national security and emergency preparedness (NS/EP) personnel from obtaining network access. In the early 1990's, the National Communications System (NCS) initiated efforts to develop and implement a nationwide cellular priority access capability in support of NS/EP telecommunications and pursued a number of activities to improve cellular call completion during times of network congestion.

During 9/11, wireless network congestion was widespread. With wireless traffic demand estimated at up to ten times normal in the affected areas and double nationwide, the need for wireless priority service became a critical and urgent national requirement. Following the 9/11 attacks, the Administration directed delivery of a wireless priority service to persons with leadership responsibilities during emergency situations.

Program Description – The goal of the Wireless Priority Service (WPS) is to provide an end-to-end nationwide wireless priority communications capability to key NS/EP personnel during natural or man-made disasters or emergencies that cause congestion or network outages in the Public Switched Telephone Network (PSTN). Eligible users are key federal, State, local, and tribal government and critical industry personnel who have NS/EP missions. WPS serves NS/EP needs while minimizing impact on consumer access to the public wireless infrastructure.

WPS is an enhancement to basic cellular service that allows NS/EP calls to queue for the next available radio channel. The full WPS capability provides priority handling from the origination, through the network, to the called destination. WPS ensures that NS/EP personnel in the NCR will be able to gain access to cellular networks during extreme congestion enabling key personnel to communicate in a timely manner.

Key Accomplishments – WPS was used during the blackout in the Northeast United States in August 2003, the series of four hurricanes in late 2004, and the Democratic and Republican National Conventions in 2004, all with well over 90 percent successful call completion rates during congestion.

Current Status & Projected Actions – WPS is currently available nationwide in all of the Cingular (and formally AT&T Wireless), Nextel, and T-Mobile service areas that utilize GSM technology. Verizon Wireless and Sprint PCS are planning to offer WPS when modifications to their technology can be made, estimated for early 2006. As of April 2005, there were over 11,300 WPS phones with approximately 2,000 users in the NCR.