



**NATIONAL CAPITAL REGION  
HOMELAND SECURITY STRATEGIC PLAN  
2013 Update**

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## NATIONAL CAPITAL REGION STRATEGIC PLAN

We are pleased to present the 2013 Interim Update to the National Capital Region's (NCR) Homeland Security Strategic Plan, which represents the NCR's strategy for improving regional preparedness to address critical risks in the Region. The Strategic Plan was built on a strong foundation of regional collaboration and stakeholder participation. This updated Plan outlines priority capabilities that the Region will focus on over the next two years so that its citizens are prepared for and protected against manmade and natural hazards. The Region will develop and strengthen these capabilities with all of its partners in a coordinated, efficient, and effective manner.

The Strategic Plan serves as a guide in preparing the Region for all-hazards events, whether they are natural, manmade, or terrorism-related; and aligns with local, state, and federal homeland security planning activities. As stewards of the public trust and its resources, we are committed to exercising rigorous oversight to implement this Strategic Plan through a comprehensive process of regional planning and performance measurement.

NCR stakeholders engaged in a transparent, inclusive, and collaborative process to reach a consensus on the Strategic Plan's key updates through a series of meetings and other planning activities held throughout 2012-2013. We are committed to reviewing and updating the Plan on an annual basis.

We are fully dedicated to achieving our common vision—*Working Together Towards a Safe and Secure National Capital Region*.

[Signature]

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## JURISDICTIONS OF THE NATIONAL CAPITAL REGION



The NCR encompasses the District of Columbia and parts of Maryland and Virginia, including the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park, and the counties of Arlington, Fairfax, Loudoun, and Prince William in Virginia, and Montgomery and Prince George's in Maryland, which include the municipalities of Bowie, College Park, Gaithersburg, Greenbelt, Rockville, and Takoma Park

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## EXECUTIVE SUMMARY

The 2010 *National Capital Region Homeland Security Strategic Plan* affirmed the National Capital Region's (NCR) commitment to a common vision of "working together towards a safe and secure National Capital Region" to achieve its mission of building and sustaining "an integrated effort to prepare for, prevent, protect against, respond to, and recover from 'all-hazards' threats or events." In the last two years, many of the objectives and initiatives of that Plan have been realized and much has been learned. As called for by the updated timeline of the document, the NCR has revisited the Plan and now issues this update to the Strategic Plan. The updated Plan reflects the NCR's progress over the last two years. The Strategic Plan is not an operational response plan. Rather, this updated Strategic Plan will guide the NCR in achieving its priority capabilities over the next two years. The NCR made significant progress under the 2010 Strategic Plan. In implementing the 2010 Strategic Plan, the NCR built on its longstanding commitment to collaboration by strengthening its regional approach to homeland security planning. Similarly, the NCR continued to engage its citizens by developing, implementing, and sustaining public preparedness education campaigns and emergency messaging. Likewise, the NCR made strides in region-wide response and recovery capabilities. Finally, partnerships and communications among the NCR's public, civic, private, and non-governmental organization (NGO) stakeholders continued to be successfully developed, as was an integrated training and exercise framework.

The goals and objectives of the 2010 Plan continue as the bedrock of this Plan update. Goals and objectives were updated to reflect progress and changed circumstances. The Plan's goals continue to identify the following key capabilities for the Region: interoperable communications, information sharing and situational awareness, critical infrastructure protection and resiliency, and development and maintenance of regional core capabilities. The Plan's objectives further specify the nature of these goals and how the Region seeks to achieve them. In order to measure progress toward the achievement of the goals, this update incorporates prior initiatives into workplans that outline key tasks that the region's Emergency Support Function (RESF) and Regional Programmatic Work Groups (RPWG) will perform over the next two years.

The implementation of the Strategic Plan will be guided by the forthcoming National Capital Region Program Management Office (PMO). The PMO will continue to define and evaluate the activities required to achieve the Region's goals and objectives. Moreover, the PMO will closely monitor and evaluate progress towards the Plan's goals and objectives. The NCR will review its goals in 2015, but will annually review its objectives and workplans to ensure they reflect progress and changed circumstances.

## A PLAN FOR BUILDING RESILIENCE

The NCR reaffirms its strategic vision and mission and adopts the updated goals as the priority capabilities to be achieved over the course of this Plan. The NCR will continue to coordinate information and resources so that its citizens are prepared for and protected against all manmade or natural hazards.

**Vision** Working together towards a safe and secure National Capital Region.

**Mission** Build and sustain an integrated effort to prepare for, prevent, protect against, respond to, and recover from “all-hazards” threats or events.

### Goals, Objectives, and Workplans

To achieve the vision of a “safe and secure NCR,” the Region established goals, objectives, and workplans. The goals state the Region’s commitment to developing key capabilities and ensuring that these capabilities are sustained and are upgraded as needed. In each goal, the NCR identifies objectives, which further prioritize the Region’s work and establish measurable and specific results to be attained during the next two years. The workplans are lists of tasks and outcomes the Region’s RESFs and RPWGs will undertake over the next two years to achieve the Plan’s objectives. The goals will be reviewed in 2015, while the objectives and workplans will be reviewed annually and updated as needed.

## **Goal One: Ensure Interoperable Communications**

Ensure NCR partners have the ability to transmit and receive voice, data, and video communications.

To date, the NCR and the states and localities it encompasses have dramatically invested in improving voice, data, and video communications. The Region must continue working to ensure that gaps are filled and technology is maintained and updated so that interoperable communications capabilities are improved for all response partners, including emergency managers, health, law enforcement, fire, and EMS personnel.

### **Objectives:**

***Objective 1.1: By employing a strategic approach, ensure NCR partners can communicate by voice in all environments and on a day-to-day basis.***

***Objective 1.2: By employing a strategic approach, ensure NCR partners can communicate and share necessary, appropriate data in all environments and on a day-to-day basis.***

***Objective 1.3: Using a strategic approach, continue to develop video sharing capabilities for NCR partners.***



## **Goal Two: Enhance Information Sharing and Situational Awareness**

Ensure NCR partners collect, analyze, and share the information needed to make informed and timely decisions; take appropriate actions; and communicate accurate, timely information with the public.

NCR partners have enhanced the sharing of key tactical information, built better situational awareness, and improved the communication of key information to the public. NCR partners should have access to good, timely, tactical information from law enforcement and intelligence agencies and other relevant disciplines at the federal, state, and local level. Situational awareness allows all of these partners to work at the same time, with the same information integrated from multiple sources. With a more timely and complete picture of the situation at hand, local and state officials can better safeguard the public. Similarly, citizens depend on timely, accurate information to protect their well-being. Goal Two recognizes the importance of information sharing, situational awareness, and sharing information with the public. This goal reflects the NCR's continued commitment to further strengthen all three areas.

### **Objectives:**

***Objective 2.1: NCR partners employ a variety of means to collect, analyze, and disseminate accurate and timely information to ensure appropriate officials have situational awareness.***

***Objective 2.2: NCR partners employ a variety of communications tools to inform the public and recommend appropriate actions.***

***Objective 2.3: Increase Fusion Center and NCR public safety partners' ability to collaborate, collect, analyze, share, and disseminate intelligence & investigative information in a timely and actionable manner.***

***Objective 2.4: Continue to develop 911 agency collaboration and coordination on regional issues.***

### **Goal Three: Critical Infrastructure Planning and Resiliency**

Enhance the protection and resilience of public and private critical infrastructure and plan for loss of critical infrastructure to reduce the impact on the public and state and local governments in the NCR.

Goal Three represents a strengthened commitment to collaborating regionally and across sectors to increase the protection and resiliency, as well as plan for the loss, of the critical infrastructure in the NCR. The majority of the critical infrastructure in the Region is owned and operated by the private sector. Because critical infrastructure and key resources provide water, power, and transportation that are essential on a daily basis as well as during a crisis, the public and private sectors must work closely to ensure their security before, during, and after manmade and natural disasters.

#### **Objectives:**

***Objective 3.1: Build Public/Private sector relationships and collaboration in priority critical infrastructure sectors.***

***Objective 3.2: Undertake Regional planning for loss of public and private sector critical infrastructure.***

***Objective 3.3: Ensure Public sector critical infrastructure protection and resiliency.***

## **Goal Four: Ensure Regional Core Capabilities**

Develop and maintain regional core capabilities for prevention, preparedness, response, and recovery to threats and hazards that may impact the NCR.

The NCR has also invested in the enhancement of regional core capabilities, resulting in a strong foundation of preparing for, responding to, and recovering from all-hazards incidents. This goal states the NCR's commitment to ensuring that these capabilities are sustained year to year and are upgraded as needed.

### **Objectives:**

***Objective 4.1: Continue to develop and coordinate plans among NCR partners and ensure a region-wide training and exercise program to strengthen prevention, preparedness, response, and recovery efforts from all-hazards events.***

***Objective 4.2: Ensure the NCR has a region-wide capability to prevent, detect, respond, and recover in a timely manner to attacks and other events requiring tactical response and technical rescue.***

***Objective 4.3: Strengthen individual, community, and workplace preparedness for emergency events and foster volunteer engagement and public participation in preparedness activities.***

***Objective 4.4: Enhance the NCR's healthcare system preparedness and response to health and medical consequences of regional events.***

***Objective 4.5: Improve the NCR's ability to evacuate and provide mass care for the diverse populations of the region.***

***Objective 4.6: Identify and work to resolve policy, procedural, and legal issues that have an impact on NCR regional homeland security and emergency management activities.***

## CONCLUSION

The Strategic Plan defines the NCR's priorities and provides a framework to establish the capabilities necessary to meet the Region's homeland security challenges over the next two years. This document will require periodic updates and revisions in order to remain relevant. NCR leadership is committed to effective oversight of the Plan and to revising it as needed.

Copies of this Plan and the appendices to this Plan are available at the [www.ncrhomelandsecurity.org](http://www.ncrhomelandsecurity.org) web site. For more information about this Plan please contact COG staff at:

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