Governments of the District of Columbia,
Commonwealth of Virginia,
State of Maryland, and the
Office of National Capital Region Coordination

National Capital Region's Homeland Security Senior Policy Group

Joint Testimony of
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Readiness in the National Capital Region

Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia
Senator George V. Voinovich, Chair
Senator Daniel K. Akaka, Ranking Member

March 29, 2006

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Testimony of the National Capital Region
Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia
Public Hearing on the Homeland Security in the National Capital Region
March 29, 2006

Mr. Chairman, Mr. Ranking Member and members of the Committee thank you for the opportunity to appear today to discuss the important topic of preparedness in the National Capital Region (NCR) [1]. It is an important discussion and a topic of added significance in light of the catastrophic events related to Hurricane Katrina.

We have submitted our joint written testimony for the record. As stated in our written testimony associated with the July 14, 2005 hearing, it is in the continuing spirit of cooperation between Virginia, Maryland and the District of Columbia that we opted for joint written testimony. We share goals, ideals and most importantly an intense commitment to the safety and security of the NCR that transcend the political boundaries defining the geography of the NCR.

We have four goals today. First, we want to provide a synopsis of the planning framework and process, including key considerations and challenges used in the development of the *National Capital Region Homeland Security (NCR-HLS) Strategic Plan*, that have occurred since the last hearing, and discuss the results of our efforts. The regional strategic plan integrates pre-existing federal, state, local, regional, and practitioner-level planning documents into one unique strategic plan for the region, while also infusing newly identified goals and priorities for regional preparedness. Second, we want to help this Committee better understand the enhanced collaborative actions we have taken since July 2005, to achieve higher levels of regional coordination to prevent attacks and, if necessary, to respond. We have implemented the vision set forth by the National Preparedness Goal and developed a Homeland Security Program in the NCR to cover the full spectrum of activities necessary to address the entire range of threats and hazards. Our collaborative actions allow us to place our collective work in the NCR into a broader perspective with the development of our FY 06 Homeland Security application. Third, we would like to present our collective vision for regional preparedness utilizing the FY 06 Homeland Security Grant Program Guidance. This Guidance is a significant evolution in the way we approach preparedness within the NCR. Fourth, we want to articulate our progress by pointing to measurable steps taken that are currently underway to improve the readiness of public and private sector and our residents across the region.

NCR Strategy

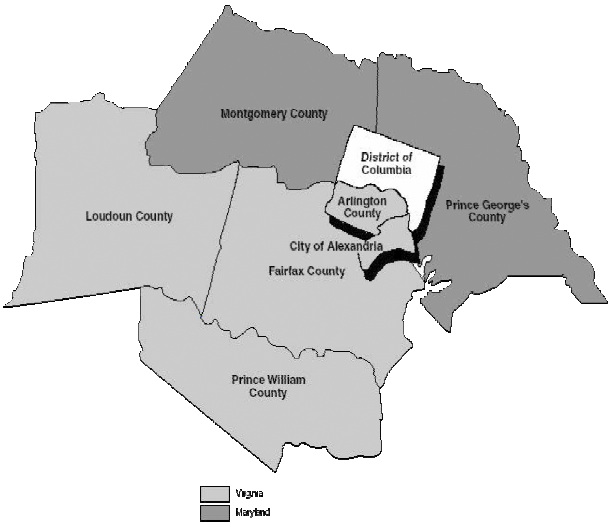
Please refer to Mr. Lockwood's testimony submitted under separate cover by DHS

Regional Collaboration and Decision-Making

As stated in our July 14, 2005 testimony, the coordination challenge we face in the NCR is driven by our adherence to the principles set forth in the formation of our nation. There is no single person, office, level or branch of government vested with the ability to direct the full range of preparedness activities across all others in the region because the region comprises multiple

[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.

sovereign jurisdictions. We must collaborate and coordinate to achieve our public safety objectives. America's decentralized structure of government, requires the NCR to operate as a collaborative enterprise to achieve increased levels of readiness that correspond to the priorities of all of its stakeholders.



The leadership of the District of Columbia, the State of Maryland, the Commonwealth of Virginia, and the Department of Homeland Security's Office for National Capital Region Coordination are working in partnership to reduce the risk faced in the NCR from all hazards. We recognize the evolving character of the threat and the need for new types of collaboration in strategic planning, spending, and execution of grant dollars among local, State, Federal, and private sector communities.

Any major event in the NCR, especially terrorism, will invariably have cross-geographic consequences and impact. Federal grant dollars were allocated to the NCR to assist in building capabilities for any major event The NCR's priority in expanded regional collaboration highlights the need for embracing partnerships across our jurisdictions, regions, and States in building capabilities, planning strategically and executing cooperatively.

The importance of federal/state/local jurisdictional collaboration cannot be stressed enough. Although regional collaboration is crucial in the NCR, the District of Columbia, Maryland, and Virginia are still sovereign jurisdictions. Maryland is made up of 26 local jurisdictions and Virginia has 134. Out of the 26 local jurisdictions in Maryland, only two, Prince George's County and Montgomery County, are part of the NCR. In Virginia, only nine local jurisdictions: Fairfax County; Fairfax City, Manassas, Manassas Park, Arlington County; Prince William County, the City of Alexandria, the City of Falls Church, and Loudoun County, are part of the NCR.

While the NCR is often the higher-profile region, the Maryland and Virginia jurisdictions that make up the NCR (with the District of Columbia) are just a fraction of the jurisdictions that make up the states as a whole. It is the role of the Maryland and Virginia SPG members to coordinate and synthesize the interaction with the NCR jurisdictions as it relates to the rest of the state. For example, the NCR cannot support a critical infrastructure program the states as a whole do not support. Likewise, the NCR states cannot support a program in the NCR that the local jurisdictions do not support. The NCR SPG has engaged the Regional Programmatic Working Groups (described in more detail below) to ensure this state to regional collaboration continues. By having the same experts participate in their respective states as well as in the NCR, not only is the region strengthened, the states individually are strengthened as well. Ultimately, the SPG membership ensures policy, program, and fiscal coordination between the region and the states to ensure optimal leveraging and synchronization.

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 overarching regional focus, instead they relied on the traditional nationwide approach, which was more jurisdictionally independent. To provide that needed coordination, on August 5, 2002, in cooperation with the Advisor to the President for Homeland Security, the three regional government executives—the Governor of the State 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.

By endorsing the *Eight Commitments*, the Governors of Maryland and Virginia, the Mayor of the District of Columbia, and the Advisor to the President for Homeland Security established an NCR Senior Policy Group (SPG) to provide continuing policy and executive level focus to the region's homeland security concerns through fulfillment of the *Eight Commitments.* The SPG also was designed to ensure full integration of NCR activities with statewide efforts in Virginia and Maryland. Its membership was and is comprised of senior officials of the four entities, each with direct reporting to the principals. The SPG was given the collective mandate to determine priority actions for increasing regional preparedness and response capabilities and reducing vulnerability to terrorist attacks.

The creation of the Senior Policy Group was a function of necessity to further decision making and coordination between local and state governments, the federal government, and the private sector. The SPG works extensively with local governments through the Chief Administrative Officers (CAO) committee. This evolving partnership allows for mutual responsibility and a persistent commitment to enhance emergency preparedness and response capabilities in the NCR. The SPG is the final adjudicator for decisions, relying on extensive input and advice from the CAO Committee.

Strategic Plan Implementation

Since the July 14, 2005 testimony to this committee, the NCR leadership has remained committed to enhancing and strengthening the coordination among stakeholders at the local and jurisdictional levels.

As stated in previous testimony, the Office of Homeland Security within the District, which acts as the NCR Grants and Program Management Office, was created to serve the region's needs. The purpose of the Office is to provide, by agreement with all participants, comprehensive grant and program management oversight at the regional level. We have made it the priority of this Office to make certain that all UASI grant funds are expended within the timeframes of the grants and currently issued extensions. This office is the reliable source of information on the amount of first responder federal grant funds available to each NCR jurisdiction, budget plans, and criteria used to determine spending priorities and actual expenditures

The establishment of a program management function is a mechanism to effectively manage the large-scale complexity of issues and changes that arise during program implementation and project execution. The Office guides the implementation of the NCR Strategic Plan, and measures the performance toward achieving the Plan's goals and objectives, through the management of the multiple ***initiatives***, ***programs*** and ***projects*** funded through the HSGP-approved investments.

The key benefits of this function include:

- Providing focus on goals, objectives, and critical success factors.
- Ensure fiduciary responsibility.
- Managing timelines and dependencies across multiple projects.
- Facilitating greater senior executive involvement.
- Enabling aggressive management of cost.
- Tracking and monitoring deliverable realization.
- Monitoring and mitigating risk.

The mission and scope of the program management function are derived from Strategic Goal 1 of the NCR Homeland Security Strategic Plan: "***A collaborative culture for planning, decision-making, and implementation across the NCR"*** and the six objectives under that goal:

- Enhance and continually adapt the framework for regional strategic planning and decision-making to achieve an optimal balance of capabilities across the NCR;
- Design and implement an integrated and iterative performance and risk-based regional planning process that engages appropriate NCR homeland security partners;
- Establish an NCR-wide assessment process to identify and remedy gaps in regional, jurisdictional, and sector preparedness;
- Develop a requirements generation and prioritization process to effectively utilize available public and private homeland security resources to satisfy NCR regional, jurisdictional, and sector preparedness;
- Enhance the oversight and accountability process that coordinates, tracks, and evaluates the implementation and effectiveness of regional decisions; and
- Adopt a lifecycle cost and investment approach to generate enduring and sustainable preparedness across the NCR.

Program Management

To further enhance the overall administration and management of the specific tasks associated with the NCR homeland security grant funding the SPG has created a Program Management function within the NCR Grants and Program Management Office. The program management mission is to provide effective program level management of the projects associated with the Homeland Security Grant funding and to develop and implement the necessary processes, methodologies and tools to ensure projects are completed on schedule and within budget and scope. The Office works directly with the RPWGs and communicates with the NCR senior management team (i.e., the SPG and CAO committee) and other regional stakeholders, such as the NCR Emergency Preparedness Committee. The Office is held accountable for meeting the performance measurements set forth in Enhancement and Investment Plans developed as part of the NCR UASI application.

The program management function has been integrated with the grants function in the NCR Grants and Program Management Office. The benefits of such a partnership are reflected in the dramatic increase in expenditures and obligations associated with the current NCR Homeland Security Grant funds.

One of the clear directions that came out of the NCR strategic planning process was the necessary growth and empowerment of the Regional Programmatic Working Groups (RPWGs). The RPWGs are outcome-driven, accountable working groups that develop and oversee programs and the associated projects within the NCR. Each RPWG is made up of state representatives, local representatives, and in some cases, representatives from the private sector. The state and local representatives of the RPWGs are the same individuals who are responsible for driving these programs in their respective states. The intent of the RPWGs is to build, sustain, and share capabilities among the states and the jurisdictions that comprise the NCR and develop performance measures to allow us to gauge our preparedness within the Region. The RPWG strengthens our ability to plan and execute programs while taking advantage of pre-existing capabilities and programs within the States and localities. This has equated to increased cost efficiency across all projects by allowing us to leverage and complement grant programs. This collaboration is exemplified with the development of our NCR interoperability program.

The lack of interoperable wireless communication systems is an issue that continues to affect public safety agencies in communities across the country. In many cases, agencies are unable to communicate or share critical voice and data information with other jurisdictions or disciplines during major events or even day-to-day operations. Communications interoperability underpins the ability of Federal, State, and local entities to work together effectively to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, and other emergencies.

The Interoperability RPWG was established to provide oversight in the development of a secure/private technology infrastructure required to facilitate interoperability for voice, data, and video across the NCR, as well as interconnecting emergency operation centers, public safety communication centers (911 operations), other public safety/emergency management offices and first responder field/mobile operations. The program includes several projects such as:

interconnecting fiber "I-Nets" and other jurisdiction networks; providing a NCR wide interconnected broad-band wireless infrastructure facility; and developing a Web based, neutral host data-exchange standards and tools utilizing WebEOC.

Interoperability is one of the priority initiatives within our strategic plan which the NCR has already invested approximately $18 million.

As outlined in Table 1, the Office is currently managing five Department of Homeland Security grants totaling $188 million dollars for the NCR.

Table 1[2]

Grant	Effective Award Date	Period of Performance	Grant Award
03 Urban Areas Security Initiative I	12/30/2003	6/1/03 – 11/30/05	$18,081,000
03 Urban Areas Security Initiative II	12/30/2003	7/1/03 – 6/30/06	$42,409,851
04 Urban Areas Security Initiative	3/29/2004	12/1/03 – 5/30/06	$31,921,361
05 Homeland Security Grant Program	3/1/2005	10/1/04 – 3/31/07	$82,000,000
05 Transit Security Grant Program	7/18/2005	7/1/05 – 12/31/07	$13,600,000
		Total Current Grant Programs administered by NCR SAA:	**$ 188,012,212**

The UASI grant program provides direct financial assistance to address specific regional needs. Of the total $188 million UASI grant funds that have been allocated to the NCR since FY 03, approximately 99.1% of the funds have been either expended or obligated (refer to Table 2 below).

Table 2

Grant	Grant Award	Amount Expended	Amount Obligated*	Remaining Balance
03 Urban Areas Security Initiative I	$18,100,000	$17,930,373	$150,620	$0
03 Urban Areas Security Initiative II	$42,409,851	$37,883,960	$4,525,891	$0
04 Urban Areas Security Initiative	$31,921,361	$15,271,694	$15,130,653	$0
05 Homeland Security Grant Program	$82,000,000	$3,204,083	$77,298,371	$1,497,546
05 Transit Security Grant Program	$13,600,000	$0	$13,450,000	$150,000
TOTALS	**$188,012,212**	**$74,290,110**	**$106,555,535**	**$1,647,546**

[2] The 03 Urban Areas Security Initiative Parts I and II have been extended through November 30, 2005 and June 30, 2006, respectively.

The NCR expenditure rate in July 2005 was approximately 17.6 percent, per the United States Office of Management and Budget. Since then, the NCR has increased its expenditures to approximately 39.5 percent even with an additional award of $13.6 million associated with the FY 05 Transit Security grant. And as the foregoing table indicates, virtually all of the funds have been programmed and obligated.

We, the SPG, have the responsibility of monitoring the homeland security grant funding for each of their individual States and Urban Areas on a day-to-day basis. The decisions are based on what is being accomplished with the multitude of grant funds ranging from CDC funding for the bioterrorism, other Federal funding sources, as well as the more than $500 million annually that the state and local jurisdictions contribute to a variety of preparedness activities, such as law enforcement, fire, or emergency medical services.

To further enhance coordination and visibility among funding streams, the State Administrative Agents from the District, Maryland, and Virginia have begun to collaborate regarding the numerous projects associated with the different funding streams. The NCR has also developed a secure web portal that serves as an information management tool for accessing and sharing regionally-relevant data, to include comprehensive information on the availability and spending of homeland security grant funds in the NCR, and regional priorities for determining future spending of those funds. Having the information readily available for our NCR partners to review has allowed us an increased level of visibility and transparency.

We also, during this period, enhanced and matured our everyday coordination and cooperation of our response capabilities. It is important to make sure that people who are responding to an incident have the necessary skills and equipment to properly and safely do their job, and that the NCR has the mechanisms in place for appropriate coordination and decision making consistent with the National Incident Management System and the National Response Plan.

Examples of our enhanced, everyday coordination and collaboration is demonstrated with the increased communications between Federal, State, and local authorities since the May 11, 2005 airspace incursion and the partnership that has been developed with General Guy Swan of the Joint Forces Command (JFC). Domestic Events Network (DEN) monitoring stations have been installed within local agencies' emergency operation centers to warn of airspace violations via direct communication from the FAA. We have cross-deployed personnel in operations centers to enhance real-time information sharing and situational awareness across the region and with our federal partners. Through alert systems and WebEOC, our operations centers are virtually linked, which helps ensure seamless and timely communications.

The NCR is currently working with General Swan, Commanding Officer of the NCR JFC to improve the coordination between Department of Defense and the NCR on providing military forces and capabilities during an event, providing an opportunity to exercise together, and allowing the NCR and the JFC to begin to merge intelligence. The NCR JFC is engaged in our strategic planning process, hosts monthly exercise coordination meetings, serves on the NCR Emergency Preparedness Council, and generally works in partnership with us and other stakeholders throughout the region to mutually strengthen our capabilities.

With each incident that happens, each activity that occurs in the region, we try to learn from those activities and fold the lessons learned back into our day-to-day operations. The lessons learned from May 11, 2005 have already been incorporated. A key piece of this process is active coordination and communication with our partners. We are now similarly working across all levels of government to enhance coordination and notification with respect to potential bioevents.

As stated earlier, we are significantly enhancing regional management and planning by utilizing a continuing regional strategic planning process. The current regional strategic plan integrates pre-existing Federal, State, local, regional, and practitioner-level planning documents into one unique revised strategic plan for the NCR, while also infusing newly identified goals and priorities for regional preparedness. Such a plan serves as our guiding framework, and will include measures of performance against which we can evaluate ourselves as a region.

Our successful regional collaboration allows for a multi-jurisdictional and multi-disciplinary approach to build capabilities for all four mission areas within our Strategy, spreading costs, and sharing risk across geographic areas. This approach has increased opportunities to create efficiency and leverage capabilities and funds (Federal, State, and local) across the NCR.

FY 06 Grant Application Process

We understand the interest of this Committee in wanting to see a plan that includes specific outcomes, milestones, and performance measures. We, of course, share that interest. We did reach a milestone in terms of the development of our strategic plan, as previously discussed, and as we indicated we would when we last testified. At that milestone, we did have a consensus plan in terms of vision, mission, goals, objectives, and initiatives to support those objectives, but did not fully develop the remaining elements for all initiatives. We met with your staff in December 2005, shortly after having received the FY 2006 homeland security grant guidance, and indicated that the grant application process would lead to the development of a plan that would have those elements by this month. In the intervening months, we have undertaken a process, described below, which while valuable and intensive, did not get us to the point where specific outcomes, milestones, and performance measures were in place.

On March 31, 2005, the Department of Homeland Security issued the Final National Preparedness Goal (The Goal). The Goal establishes a vision for a National Preparedness System, while the accompanying National Preparedness Guidance provides an introduction to several of the key building blocks for that system, including the National Planning Scenarios, Universal Task List Target Capabilities List, and seven National Priorities. The Strategy Guidance issued on July 22, 2005, provided follow-on guidance in placing preparedness efforts within the context of this new doctrine. This guidance has allowed the NCR to update our Homeland Security Strategy to ensure that we support the Goal and reflect the seven National Priorities. The FY 2006 Homeland Security Grant Guidance has allowed the NCR to define the resources needed to support the Goal and our Strategy.

The Goal establishes an emphasis upon all hazards, capabilities-based planning that creates baselines for operational missions and tracks resources allocation towards achieving them. The Goal defines capabilities-based planning as, "planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within the economic framework that necessitates prioritization and choice." The capabilities-based planning approach encourages all levels of government to collaborate seamlessly in order to identify critical gaps, develop strategies to address those gaps and deficiencies, track and report on progress towards resolution, and aggregate this information to better understand our level of preparedness. This approach also assists the NCR leaders to allocate resources systematically to close capability gaps, thereby enhancing the effectiveness of preparedness efforts. This approach will ultimately provide the NCR a means to answering the following three fundamental questions: "How prepared do we need to be?" "How prepared are we?" and "How do we prioritize efforts to close the gap?"

In FY 2006, DHS has adopted a common risk and needs-based approach to allocating funds for the UASI program to strengthen national preparedness. Risk has been determined at the Federal level using a risk formula developed by DHS in conjunction with other Federal entities. The need was determined as an output of the Program and Capability review that we undertook for the region within the context of our strategic plan. Through the review process, the NCR developed two key submissions for the FY 2006 grant application:

1. *Program and Capabilities Enhancement Plan*, which is a multi-year global program management plan for the entire NCR homeland security program that looks beyond homeland security grant programs and funding; and
2. *Investment Justification*, which identified specific initiatives from the Enhancement Plan for which the NCR proposed to use FY 2006 UASI funding.

From January 9th through March 2, 2006, the NCR implemented the NCR FY 06 grant application process, based on the *FY 2006 Homeland Security Grant Program – Program Guidance and Grant Application Kit* released in December 2005. The following paragraphs outline the NCR process and the results it produced.

On January 9-11, 2006, the NCR held the Homeland Security Target Capabilities Workshop, a collaborative meeting with the Regional Emergency Support Functions (RESFs) from its member jurisdictions, to assess the NCR's current homeland security program capabilities and future program needs. This meeting was designed to complete the Program and Capabilities Review required under the 2006 Homeland Security Grant Program.

Under the DHS Program and Capability Review, states are requested to focus on seven (7) National Priorities and eight (8) specific Priority Capabilities that flow from them. Under the DHS grant provisions, assessment of the (8) Priority Capabilities is mandatory for all jurisdictions.

1. Information Sharing and Dissemination;
2. Law Enforcement Investigation and Operations;
3. Interoperable Communications;

4. CBRNE Detection;
5. Explosive Device Response Operations;
6. WMD/Hazardous Materials Response and Decontamination;
7. Mass Prophylaxis; and
8. Medical Surge

In addition, based on the priority areas identified in the strategic plan, the NCR elected to address the following six additional capabilities in its review, for a total of 14 capabilities:

9. Citizen Preparedness and Participation;
10. Citizen Protection: Evacuation and/or In-Place Protection;
11. Critical Infrastructure Protection;
12. Critical Resource Logistics and Distribution;
13. Mass Care (Sheltering, Feeding and Related Services); and
14. Planning.

The table below shows the relationship of the 14 NCR Priorities to the 7 National Priorities which they support.

7 NATIONAL PRIORITIES	14 NCR PRIORITY CAPABILITIES
Implement the National Incident Management System and National Response Plan	✓ Critical Resources Logistics and Distribution ✓ Planning
Expanded Regional Collaboration	✓ Mass Care
Implement the Interim National Infrastructure Protection Plan	✓ Critical Infrastructure Protection
Strengthen Information Sharing and Collaboration Capabilities	➢ Information Sharing and Dissemination ➢ Law Enforcement Investigation and Operations
Strengthen Interoperable Communications Capabilities	➢ Interoperable Communications
Strengthen CBRNE Detection, Response and Decontamination Capabilities	➢ CBRNE Detection ➢ Explosive Device Response Operations ➢ WMD/HazMat Response and Decontamination
Strengthen Medical Surge and Mass Prophylaxis Capabilities	➢ Mass Prophylaxis ➢ Medical Surge
	✓ Citizen Preparedness and Participation ✓ Citizen Protection : Evacuation and/or In-place Protection

✓ **NCR added priority**

During the January 9-11, 2006 session, Regional Emergency Support Function (RESF) representatives reviewed their assigned target capability summary sheets. They reflected on

whether or not the National Capital Region has the ability to meet the desired outcomes of the Target Capabilities, citing "strengths" or "weaknesses" in the regional capability. Each RESF representative identified regional resource needs to meet or maintain the target capabilities. The resource needs were identified by the following five resource categories: People; Equipment; Training; Exercises/Evaluation; and Plans, Policies and Procedures.

The responses from the RESF representatives were consolidated in a *Summary Report of Discussion Topics and Issues* that served as the basis for development of Concept Papers/Initiative Plans in a prescribed format, to identify specific projects that were supportive of sustaining/maintaining current strengths or correcting identified weaknesses and supporting strategic priority initiatives. The RESF representatives submitted these Concept Papers/Initiative Plans to the NCR Grants and Program Management Office on January 27th, 2006 for an eligibility review and prioritization.

On February 9th, 2006, another session was conducted to review and rank the 100+ Concept Papers/Initiative Plans submitted. Individuals representing the 16 RESFs and the 15 Regional Program Working Group members evaluated the concept papers based upon each of the following five factors:

1. How well the Concept Paper/Initiative Plan addressed the identified strengths and weaknesses of the 14 NCR Priority Capabilities
2. How well the Concept Paper/Initiative Plan addressed the identified strengths and weaknesses if the 3 overarching national priorities
3. How appropriate the funding level is to the proposed deliverable proposed by the Concept Paper/Initiative Plan
4. How beneficial the concept paper will be in addressing regional strategic plan initiatives
5. How important it is to implement the Concept Paper/Initiative Plan in FY 2006.

The outcome of this practitioner-level evaluation was complied for use by the SPG/CAOs in a workshop held on February 15th, 2006 at which we determined the target funding amounts for each investment justification that we would submit in our application. We determined the target cap on the overall FY 2006 package was determined by reviewing the strengths and weaknesses associated with the capabilities review and understanding what can be practically accomplished within a two-year grant timeframe. The senior leadership of the NCR also considered the use of FY 2005 funding and the level of maintenance of current projects and other factors to inform final decisions. The proposed allocation of FY 2006 UASI grant resources as a result of the process is as follows.

Investment Area	**Allocation**
CBRNE Detection	$5.25M
Critical Infrastructure Protection	$26.25M
Citizen Preparedness and Participation	$10.00M
Citizen Protection	$11.00M
Critical Resource Logistics and Distribution	$21.00M
Explosive Device Response	$9.45M

Intelligence/Information Sharing/Dissemination	$10.05M
Interoperable Communications	$42.00M
Law Enforcement Investigation & Operations	$11.55M
Mass Care	$5.00M
Mass Prophylaxis	$3.67M
Medical Surge	$6.30M
Planning	$15.22M
WMD/Hazardous Materials Response & Decon	$11.50M
Total	**$188.24M**

The NCR Grants and Program Management Office developed the grant application package that was submitted to DHS on March 2, 2006.

Between March 2 and the FY 2006 grant award in May, the NCR Grants and Program Management Office is developing individual program plans and charters for each of the RPWG, and each RPWG will assume ownership for the investment areas associated with our FY 2006 UASI application. The charters allow us to define the RPWG and have the appropriate representation from the State and local perspective. The program plans will give the RPWG and the NCR senior leadership a picture of:

- How the program will implement initiatives of the strategic plan.
- How the work will be done.
- How much funding is needed and where it will come from (e.g., state revenues or federal programs).
- Where the connections are across projects.
- What integrated capabilities will be developed in each phase.
- How to assess whether the program is on track and achieving its stated objective.

RPWGs will provide planning and program management for implementation of the strategic plan initiatives, including those that will be funded via the region's FY 2006 UASI grant award, which is expected in May 2006.

Further sessions of the SPG/CAOs have also been scheduled in April to establish a process that will be used for selecting specific projects for the upcoming grant award, develop and assign action items for activities that need to be performed in advance of the decision meeting to have the data necessary for making decisions, and to finalize project decisions.

Enhancements/Moving Forward

Related to the strategic framework is the creation of integrated, multi-jurisdictional performance measures to effectively monitor and assess execution of the regional strategic plan. In addition to integrating guidance from DHS national efforts such as *HSPD-7 Critical Infrastructure Identification, Prioritization* and *HSPD-8 National Preparedness,* the region is also undertaking a more detailed assessment, entitled Emergency Management Accreditation Program (EMAP) and currently undergoing a review of our emergency operation plans through the National Plan review process initiated by the President and Congress following Hurricanes Katrina and Rita.

The EMAP process combines a self assessment, documentation, and peer assessment to provide an independent evaluation of a jurisdiction's disaster management capabilities and a roadmap for continuous improvement. Standards found in EMAP are consistent with the NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs, 2004, which was recommended by the 9/11 Commission as the national preparedness standards. EMAP will measure the status of current capabilities in the NCR relative to established EMAP standards, assist in identifying and prioritizing future improvements, and enhance strategic framework measures for resource allocation.

Following Hurricanes Katrina and Rita in August and September 2005, the President and Congress directed DHS to undertake an immediate review, in cooperation with State and local counterparts, of emergency operation plans in all States and territories and the 75 largest urban areas prior to the start of the next hurricane season on June 1, 2006. They also directed the Department of Transportation (DOT) and DHS to jointly review and assess Federal and State evacuation plans for catastrophic hurricanes and report the findings and recommendations. To address these requirements, DHS and DOT have coordinated a two phased Nationwide Plan Review. The first phase involved a self assessment and certification of plans by the NCR. Phase one was completed and submitted into DHS on January 17, 2006. The second phase involves peer-led site visits to validate the self assessments and assist the NCR in identifying our specific requirements for Federal planning assistance. Phase two is scheduled to occur on April 20 -21, 2006. Both phases focus on efforts to identify, prioritize, and correct execution critical deficiencies.

The results of both processes – the EMAP Assessment and the National Plan Review – will be integrated into a final strategic plan that will serve the region for the next few years. This version of the plan will include specific outcomes, milestones, and performance measures, and will thus serve as a complete, implementation-oriented plan to which we will hold ourselves accountable. We plan to complete this final version of the current plan by August 2006.

We have continued to make good progress on many fronts in parallel with our strategic planning efforts and have achieved tangible results. These achievements range from interoperable communications to virtual emergency operation linkages. The following are examples of our accomplishments:

- We have begun building an interoperable communications platform which will provide secure, non-commercial, restricted access to critical regional communications networks for both high speed fiber optics and wireless broadband mobile communications. This platform will ensure that the infrastructure is in place for facilitating real time, anytime data communications within the NCR. These advancements will increase data interoperability for all first responders within the region and allow the NCR to better plan for and respond to NCR emergencies and disaster events. The NCR is profoundly changing the manner in which incidents and day-to-day interactions. The ability for real-time data exchanges (video conferencing, video, maps, sensor data etc.), whether to/from the Emergency Operations Center (EOC) or on scene in the field, will be possible not

only on a textual basis, but also for pictures, video and GIS information. The ability to effectively deploy, manage and track resources (personnel as well as inventory) across the entire region will also be made possible. All of which significantly prepares the region to efficiently and effectively respond to and manage regional disasters.

- We have developed an electronic surveillance system (ESSENCE) for the early notification of community-based epidemics. ESSENCE uses both traditional and non-traditional data such as hospital emergency room chief complaints, military outpatient encounters, physician office visit claims, and over the counter medication sales to displays potential epidemiological anomalies.

- We have completed the *National Capital Region Surge Capacity Concept of Operations Plan*. The role of this plan is to enhance inter-agency and inter-jurisdictional response coordination and communication during a naturally occurring or man-made event that results in the potential for significant health impact, including, but not limited to large number of casualties requiring acute inpatient care, home care, quarantine, and isolation, mass prophylaxis or behavioral health care or causing large numbers of deaths. This document pulls together existing plans and seeks to identify and link those common regional planning steps with applicable local response activities.

- We are currently linking (via hardline cable) all emergency operation centers (EOC) within the NCR and installing a common communication\emergency operation software (WEBEOC). This will allow all EOCs to communicate seamlessly during an incident and not dependant on commercial means of communications.

- Each jurisdiction within the NCR has been supplied with an electronic citizen notification system which allows for free text-alert notification of emergency and incident-specific messages to citizens by email or cell phone. If citizens sign up for the alert notifications they will be given specific information on what to do and what not to do during an incident.

- We have also just completed the purchase of a second round of turn-out gear for all fire fighters within the NCR. This will allow an individual firefighter to continue to function even if the first round of gear is contaminated during an incident.

There has been significant activity across the NCR since the last hearing. These efforts have resulted in better-prepared communities in both the public and private sectors. Most notably the awareness of the threat of terrorism permeates policy discussions at all levels of government, in the private sector, and with our residents.

<u>The NCR is the Model for the Nation</u>

Multi-state and multi-jurisdiction efforts, such as the development of RPWGs and the development of interoperable communications systems, continue to place the NCR at the forefront of emergency preparedness. The NCR's achievements, including unprecedented

coordination across states, jurisdictions, and committees at all levels, allowed us to lead the Nation in our level of emergency preparedness. We built on a foundation of shared leadership and responsibility to secure our region by limiting the impact of disasters before they occur; we are prepared to respond quickly and effectively when disasters occur with well trained and equipped teams; and continue to address gaps in hazard preparedness within the NCR.

To date, our accomplishments are significant:

- We developed the framework of the *2005 Update to the NCR-HLS Strategic Plan*, which includes the *Mission, Vision, Guiding Principles, Strategic Goals, Objectives, and Initiatives*. In the coming months we plan to invest in maturing the 45 initiatives, focusing on the development of performance measures and timelines to ensure the effective implementation of these initiatives.

- We continue to enhance a collaborative culture for planning, decision-making, and implementation across the NCR.
- We are evolving our homeland security programs (State and local) to capabilities/ performance-based approach and so we can identify critical gaps and adjust our strategy to address those gaps and deficiencies.
- We are developing an enduring capability to protect the NCR by preventing or mitigating "all-hazards" threats or events.
- We continue to strengthen a sustained capacity to respond to and recover from "all-hazards" events across the NCR.

That said, the costs of simply maintaining this level of preparedness are significant, and the NCR requires continued funding for its efforts. With the proper financial support, personnel, management, and coordination, the NCR will be able to remain a national leader in emergency preparedness; allowing it to successfully protect the citizens, workers, and visitors in the National Capital Region from risks of all kinds.

The leadership of the NCR has developed comprehensive plans for public safety data interoperability. In doing so, we have discovered issues requiring regional focus and resources and that are dramatically enhanced with support from our Federal partners. Broadband wireless operations in 700 MHz spectrum is a significant example of such a need.

The NCR has developed a plan to build the nation's first regional seemless interoperable wireless broadband network of networks in 700 MHz. The NCR requires your assistance in accelerating the FCC waiver process to operate such a network in a highly targeted region to provide a robust, reliable, broadband wireless communications for public safety capable of withstanding power outages and unaffected by commercial cellular use.

Additionally, in order to complete this build-out, we require $80 million to finish coverage beyond the beltway to the entire region and to provide sufficient quantities of subscriber devices

to equip the region and make available embedded wireless solutions that are public safety grade. Finally, we request Congressional consideration for a Digital Television pilot program in the National Capital Region that would clear broadcasters from the 700 MHz band quicker than the current 2009 date and provide the FCC and Congress valuable lessons learned before a national implementation. This request would result devices, infrastructure, and capacity that supports streaming video, overhead pictometry, and other bandwidth intensive applications throughout the National Capital Region.

Another issue is the lack of Emergency Management Preparedness Grant (EMPG) funds needed to provide personnel to address the weakness identified in our FY 06 grant application process. This process allowed us to define our strengths and weakness against capabilities. Personnel are needed to allow the NCR to better prepare our jurisdictions and citizen in time of a disaster.

We thank you for this opportunity to appear before you today on this important issue and are available for any questions that you may have.