

## **9 Law Enforcement Investigation and Operations**

## Law Enforcement Investigation and Operations

### Capability Definition

The broad range of activities undertaken by law enforcement and related entities to detect, examine, probe, investigate and conduct operations related to potential terrorist activities. Current and emerging investigative techniques are used, with emphasis on training, legal frameworks, recognition of indications and warning, source development, interdiction, and related issues special to antiterrorism activities.

### Capability Outcome

Successful deterrence, detection, disruption, investigation, and apprehension of suspects involved in criminal activities related to homeland security. To meet the desired outcome the following objectives must be achieved: (1) Law enforcement personnel are able to carry out effective investigations of criminal/suspicious activities potentially related to terrorism; (2) Law enforcement and other appropriate personnel effectively receive, develop, and share information to aid in the conduct of an investigation; (3) Law enforcement coordinate effectively with CI/KR and private sector officials to facilitate an investigation; (4) Law enforcement and related personnel develop and maintain incident response plans; (5) Specialized units/ personnel are utilized for search, seizure and/or intervention/interdiction operations; and (6) Appropriate investigative units and/or personnel are capable of functioning in potentially hazardous and CBRNE environments and situations.

### Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The current NCR structure to conduct investigations related to potential terrorist activities and how this structure is coordinated across the NCR.
- The NCR's processes and procedures for identifying and reporting suspicious activities and persons – related to suspected terrorist activity – to appropriate authorities using appropriate channels.
- The information sharing channels established with key Federal, State, local, and Tribal entities for investigative efforts.
- The NCR's plans and procedures in place for securing and preserving an incident scene (i.e., consider the processes in place for gathering, cataloging, and preserving evidence, including laboratory analysis).
- The ways in which law enforcement investigation and operations processes and procedures are exercised.
- The NCR's process for obtaining security clearances and if a lack of security clearances adversely affects the NCR's ability to investigate and intervene in potential terrorist activity.

**NCR Discussion Results on Law Enforcement Investigation and Operations**

Resource	SW	Comments
People	S	<ul style="list-style-type: none"> <li>• Good communications and interactions with relevant agencies. (2)</li> <li>• Law enforcement is in good shape.</li> <li>• JIFTS helps with flow.</li> <li>• We have qualified forensic investigators</li> <li>• The team responsible for design and completion of the current and next phase of AFIS is functioning.</li> </ul>
	W	<ul style="list-style-type: none"> <li>• Need more staff including intelligence analysts, forensic epidemiologist. (4)</li> <li>• There is a lack of dedicated personnel. (3)</li> <li>• Additional personnel need security clearance but the process is very slow. (2)</li> <li>• Need to better integrate fire investigators with law enforcement.</li> <li>• LINX and AFIS enhancements will require staff and resources.</li> <li>• There is no contact with special operation or incident related personnel.</li> <li>• We need a designated intelligence office in each jurisdiction.</li> <li>• Should have additional cross-designated staff to assist in terrorism investigation ad evidence gathering.</li> <li>• Need to dedicate personnel to WMATA</li> <li>• Need for IMT trained law enforcement personnel.</li> </ul>
Equipment	S	<ul style="list-style-type: none"> <li>• Some IMT equipment procured</li> <li>• Initial installation of WMATA communication equipment to help support law enforcement operations</li> <li>• Current systems is in place and functional</li> <li>• Funding to complete upgrade of new AFIS in place</li> <li>• NCR has shown good coordination in acquisition of equipment for participating agencies</li> </ul>
	W	<ul style="list-style-type: none"> <li>• Interoperable computer systems for investigation of suspicious activity. Communication systems to allow for timely sharing of information. (2)</li> <li>• Lack of depth in PPE</li> <li>• Lack of warehouse space</li> <li>• Specialized response and work equipment needed for evidence collection technicians</li> <li>• Need to increase secure/interoperable communications network</li> <li>• Support LINX program</li> <li>• Law enforcement/operations are unaware of the equipment/we can effect in an event/incident/forensic aspect</li> <li>• Lack of knowledge of what equipment there is/utilization of that equipment</li> <li>• Fire investigators not equipped to handle investigations in a contaminated area</li> <li>• Specialized equipment needed to ease investigations/operations in the metro tunnel</li> <li>• Lack of equipment to handle investigations in a contaminated environment</li> <li>• Completed compliment of IMT CD needed to support operations</li> <li>• Out year completion of communication equipment is not defined</li> <li>• Current system is obsolete</li> <li>• Mobile facial recognition of AFIS is not funded.</li> <li>• Technology weakness prevents efficient regional investigations, secure data, voice, video technology LINX system</li> <li>• Maintenance of SCBA/cascade system/APR SCBA breathing</li> </ul>
Training	S	<ul style="list-style-type: none"> <li>• Fingerprint analysis will not change</li> <li>• Technical support will not change</li> <li>• New upgrade will require minimal training</li> <li>• Mobile AFIS will require minimal training</li> <li>• Initial IMT training provided to a few law enforcement personnel</li> <li>• Training in crime scene, forensic and bioterrorism investigations</li> </ul>
	W	<ul style="list-style-type: none"> <li>• Forensic Epidemiology Training (2)</li> <li>• Awareness level training for law enforcement in the metro system and WMD (2)</li> </ul>

Resource	S/W	Comments
		<ul style="list-style-type: none"> <li>Public Health (PH) need training on the law enforcement systems currently in use.</li> <li>Additional personnel need to be trained</li> <li>Fire investigators need to be trained in contaminated areas</li> <li>Lacking law enforcement participation in IMT</li> <li>No coordination regionally on training</li> <li>No one asks us to be involved in training in specific BIO/CHEM investigation</li> <li>Need to find dedicated personnel, establish investigation protocols and train to them</li> <li>Additional terrorism training as it pertains to the investigation of CBRNE incidents</li> <li>Need more on PPE and response protocols</li> <li>Interdisciplinary training</li> <li>Train on a regional level</li> </ul>
Exercises/Evaluation	S	<ul style="list-style-type: none"> <li>Some limited exercise were conducted involving IMT.</li> <li>Current system is functional and used by the NCR.</li> <li>Upgrade is a refresh and enhanced capabilities within the NCR.</li> </ul>
	W	<ul style="list-style-type: none"> <li>Exercises must be coordinated across ESFs and jurisdictions. (2)</li> <li>Exercised and evaluations of IMT need to be developed.</li> <li>Lack of exercised and evaluations involving WMATA communications.</li> <li>Need to establish accepted roles and conduct exercises accordingly.</li> <li>Need to better include the DC Medical Examiners office in exercises.</li> <li>Need to limit the scope of exercises.</li> <li>Need exercises that focus solely on the investigation of a biological event related to suspicious activity.</li> <li>Phase 2 mobile AFIS will require exercises and evaluations.</li> <li>Need more multi-disciplinary training including health investigations.</li> <li>Specific exercises needed for technicians responding for evidence collection purposes.</li> </ul>
Plans, Policies and Procedures	S	<ul style="list-style-type: none"> <li>Have policies, procedures, plans in place for what we do/who is responsible, but they need to be updated (3)</li> </ul>
	W	<ul style="list-style-type: none"> <li>Law enforcement agencies are not incorporated so roles, procedures and boundaries are not defined when it comes to forensics. Need forensic epidemiology training, exercise, and protocols in NCR and in cooperation with FBI. (2)</li> <li>Public health, hospital and healthcare officials need security clearances for health officers, risk managers, and deputies/policies and procedures are constantly updated as new intelligence is received. (2)</li> <li>NCR boundaries conflict with FBI boundaries – results in delay in information exchange and weakness investigative thoroughness</li> <li>Need basic procedures for regional tip line reporting, documentation, sharing of intelligence and information.</li> <li>Support of LINX data sharing initiative</li> </ul>

**NCR Concept Papers and Initiative Plans**

<p><b>CONCEPT PAPER</b></p> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		December 13, 2005	
		David M. Rohrer, Chief of Police, Fairfax County, Virginia	
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Project Title:	<b>Mobile AFIS / Facial Recognition</b>	Estimated Grant Amount	\$3,000,000
NCR Strategic Goal Alignment:	<p><i>Goal 3 – An enduring capability to protect the NCR by preventing or mitigating “all-hazards” threats or events.</i></p> <p><i>Objective 2 – Strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness.</i></p>	Allowability	20.3 Equipment, Fingerprinting & Identification  SEL 04AP-08-AFIS
Estimated Timeline	April, 2006 – December, 2007	Dependencies and Cost Factors:	Project start date is dependent on completion of current AFIS upgrade funded through UASI 2005.
<p><b>Problem Statement/Project Description:</b></p> <p>Mobile AFIS with facial recognition will allow NCR law enforcement officials in the field to identify persons using recently proven technology. With the use of the mobile device, a fingerprint and a picture will be captured and sent for search among the three participating databases consisting of approximately 1.5 million AFIS records. Current estimates indicate an approximate two minute search time for each AFIS system.</p> <p>The NCR Mobile AFIS / Facial Recognition project will provide a field identification layer using the foundation constructed with the FY 2005 UASI grant award.</p> <p>This FY 2006 UASI request includes funding proposals for technologies to complete the project as outlined below:</p> <ul style="list-style-type: none"> <li>To become fully functional with the District of Columbia (DCAFIS) and Northern Virginia (NOVARIS), the RAFIS (Montgomery and Prince Georges Counties MD) system will acquire a Mugshot system with facial recognition and a two finger searchable database.</li> <li>Current fingerprint databases for participating NCR agencies will need to be indexed by completing a conversion process including the facial recognition portion and specific arrest information.</li> <li>The AFIS community will take advantage of a stand-alone communication system utilizing the wireless technology of GPRS 12, which is a minimum requirement for the Mobile AFIS component. This resource will allow interoperability throughout the NCR.</li> <li>Appropriate region-wide training during system implementation will be provided.</li> </ul> <p>Mobil AFIS is an electronic “Search of the pockets” in that when a scan is initiated an identification is possible based on a fingerprint match. If the subject scanned has a prior local record, the result will be a “hit” on that record, returning the associated MugShot and name.</p> <p>The three AFIS systems are linked to provide a method for searching all systems in a logical order. This mobile subsystem capability will be independent of the search engine required to process daily criminal arrest records. This approach allows each agency to use the available tools when necessary and not adversely impact the normal operation of another jurisdiction.</p>			

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. See Chart			
Project Performance Measures		Baseline Value	Target Value
1. Cross regional access to Mugshots.		NONE	100% accessibility
2. Identifying people of interest or wanted persons with the use of the Mobile AFIS device.		NONE	50
3. During the project implementation, a given number of mobile units will be strategically deployed. Appropriate statistical data will be captured to monitor mobile system performance.		NONE	10 units: data gathered from use of the device- interoperability and information obtained on individual persons.
4. Law enforcement officers in the NCR will have immediate field access to the regional databases including both fingerprints and mugshots with real-time identification capability.		NONE	100 units

## INITIATIVE PLAN

### National Capital Region Mobile Automated Fingerprint and Facial Recognitions System

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

#### National Capital Region Mobile Automated Fingerprint and Facial Recognitions System

**People-** Those from each contributing agency within the region have provided input regarding system enhancements to make the Mobile/Facial Recognition regional interoperable, as well as able to meet the needs of each individual agency.

**Equipment-** The Mobile AFIS/Facial Recognition System will allow immediate field identification of persons of interest by hand held field devices. If awarded, 2006 UASI funding will provide agencies in the NCR the capability through use of wireless technologies to search fingerprint/mugshot databases of the respective jurisdictions.

**Training-** The Mobile AFIS Device is portable and heavy duty. The equipment will require minimal training for each agency on the NCR. This equipment will function similar to current radio devices. It is anticipated that a member of each agency will be trained in the functional aspects of the device and impart their knowledge to their respective agency.

**Exercise/Evaluation-** Evaluation will take place in two parts, the first being during the initial field-testing phase of the equipment. The second will occur during full NCR implementation and use of the system.

Data will be collected and analyzed to measure strengths and weaknesses of the technology. Resulting information will be utilized to improve system capabilities.

Plan, Policies and Procedures- Currently the AFIS system is using regionally agreed upon plans, policies and procedures. In keeping with the AFIS project, the Mobile/Facial Recognition endeavor will utilize Memorandums of Understanding and the current steering committee structure to ensure program success .

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

The Mobile AFIS/Facial Recognition system will utilize the same geographical function as the current and proposed AFIS systems. The mobile hand held device will operate in NCR and utilize the three AFIS systems if required. The mobile devices will have the capability of collecting data using the Northern Virginia, Montgomery County M.D. or the District of Columbia sites. The user can use one or all three sites within the NCR.

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

As 2005, an automated fingerprint system is currently functioning through out the NCR. Because of impending obsolesces FY 2005 UASI funding was secured. Because of this funding, the current system will be up-graded and enhanced with the newest technology.

UASI funding is required to construct and implement the Mobile AFIS/Facial Recognition System. This system will utilize the fingerprint/mugshot capability housed through out the NCR. This will provide for the transmission of real-time information by officers in the field for the establishment of immediate identity of suspects or suspicious persons.

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

Because of previous UASI funding for the AFIS upgrade, a Project Manager and a Steering Committee consisting of representatives from each participation jurisdictions is already in place. As stated above, the Steering Committee will utilize currently existing Memorandums of Understanding and revise as appropriate to ensure program success.

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

**How does your initiative help expand regional collaboration?**

The effects of the regional collaboration realized during the AFIS project will be enhanced through the completion the Mobile AFIS project.

Over the past twenty year, an automated fingerprint system has been in place throughout the NCR. 2005 UASI funding permitted the interoperability between the NCR to continue. The advent of this new technology will allow agencies throughout the NCR to better identify suspects who have committed various types of crimes.

If funded, Mobile AFIS/Facial Recognition will employ collected data from the upgraded AFIS system. This will allow transmission of real-time information by officers in the field for the establishment of immediate identity of suspects or suspicious persons that could lead to arrest or prevent of crime.

**How does your initiative help implement the National Incident Management System and National Response Plan?**

Mobile AFIS/Facial Recognition is currently a law enforcement tool utilized throughout the NCR. Through various COG meetings and work groups, the Mobile AFIS/Facial Recognition system has been advocated for in conjunction with other NCR initiatives. Examples would include LiNX project, identification cards, and utilization of the hand held units for immediate identification at the scene of an event. Combining these initiatives into programs to accomplish cooperative results is building these endeavors into programs that are emergency management oriented.

**How does your initiative help implement the Interim National Infrastructure Protection Plan?**

Mobile AFIS/Facial Recognition is currently a law enforcement tool utilized throughout the NCR. Through various COG meetings and work groups, the Mobile AFIS/Facial Recognition system has been advocated for in conjunction with other NCR initiatives.

After the implementation of agency protocol, these devices will be provided to law enforcement agencies in Virginia, Maryland, and the District of Columbia. The tool is provided for everyday use in order to identify persons of interest. Everyday, law enforcement personnel are dispatched to our national infrastructures, however, cannot positively identify individuals found at these locations. This tool will provide instance identification if the subject had been previously arrested in the NCR.

Prevention is also key, this tool will be utilized by jurisdictions such as the Metro Transit Authorities. As in the previous example people can be identified, this tool can be used in the subway system or any means of transportation.

This device will also be provided to tasks forces that are entrusted to keeping our infrastructure safe from attack.

<h1 style="text-align: center;">CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January , 2006	
		Joseph Beach, Assistant Chief Administrative Officer, Montgomery County Department of Police	
		2350 Research Boulevard; Rockville, MD 20850 240-777-2500 joseph.beach@montgomerycountymd.gov	
<b>Project Title:</b>	<b>National Capital Region – Law Enforcement Information Exchange (NCR-LInX)</b>	<b>Estimated Grant Amount</b>	<i>\$4,000,000</i>
<b>NCR Strategic Goal Alignment:</b>	<p>Strategic Goal 3 – An enduring capability to protect the NCR by preventing or mitigating “all-hazards” threats or events.</p> <p>Objective 2 – Strengthen the gathering, fusion, analysis and exchange of multi-discipline strategic and tactical information and data for shared situational awareness.</p>	<b>Allowability</b>	<p>4 – Computer Equipment</p> <p>21 – Other Authorized</p>
<b>Estimated Timeline</b>	<i>September 2006 – September 2007</i>	<b>Dependencies and Cost Factors:</b>	Project start date is dependant on completion of Phase 1 of current NCR-LInX implementation.

**Problem Statement/Project Description:**

Despite the significant vulnerability residents and visitors of the NCR are exposed to, this region lags behind many others who, despite being less vulnerable or as likely a target, have law enforcement information sharing initiatives in place or underway. Since 2000, the Metropolitan Washington Council Of Governments (COG) Police Technology Subcommittee has undertaken law enforcement data sharing as its primary mission. To date, the Regional Pawn Data Sharing System (RPDSS) has been successfully implemented with participation by 17 of the 19 COG agencies participating, Currently 800 trained investigators have access to the over 1 million pawn records already in the system. While the sharing of pawn data has proven to be very successful with over 1,300 arrests and \$4 million in recovered stolen property in the first six months alone, this only scratches the surface of criminal justice data sharing needs. The real core of law enforcement information is in its daily police reports, traffic citations, CAD system entries, arrest reports and mug shots.

In June of 2005 the COG Police Technology Subcommittee collaborated with the Naval Criminal Investigative Service (NCIS) to launch the NCR – LInX after having explored multiple criminal justice data sharing options. The LInX system appears to be the most robust in the nation, having already successfully implemented criminal justice data sharing initiatives in the State of Washington, Hampton Roads Region of Virginia, Gulf Coast of Texas, the islands of Hawaii and the area of the Florida – Georgia state line.

The goal/project description of the NCR – LInX is to achieve complete criminal justice data sharing capability among the more than 75 law enforcement agencies that make up the National Capital Region. A formal charter has been executed by 28 of the region’s law enforcement agencies. The project will be administered under the guidance of the NCR-LInX Governance board, which is currently chaired and co-chaired by two of the region’s police chiefs. Legal officials from the 28 agencies who have signed the charter are currently reviewing a formal memorandum of understanding. While our subcommittee asked for \$4 million during the FY 2005 Homeland Security Grant Program: UASI, using Montgomery County’s letterhead for application purposes, we only received \$1 million.

This grant was leveraged by our collaboration with NCIS permitting the initiation of Phase One.

Phase One includes bringing fourteen law enforcement agencies, that have been formally selected, on line as part of the pilot phase. Those agencies include: Arlington County Police and Sheriff, Alexandria Police, Metropolitan Police Department – District of Columbia Police, Fairfax City Police, Fairfax County Police, Loudoun County Sheriff’s Office, City of Manassas Police, Metropolitan Airports Authority Police, Metro Transit Police, Montgomery County Police, NCIS, Prince George’s County Police and Prince William County Police. Interviews to begin the data extraction with some of the agencies listed above have already started.

We are seeking additional funding to support Phase Two which will include the following tasks, deliverables and collaborating partners:

In collaboration with NCIS and Northrop Grumman, their retained contractor, we hope to bring the remaining agencies that have signed the charter but were not part of the original 13 pilot agencies. Furthermore, given the success the Regional Pawn Data Sharing System (RPDSS), it makes sense to merge and incorporate this stand-alone database with NCR – LInX. Finally, an overwhelming request that the Steering Committee (COG Police Technology Subcommittee) has received from the officers and investigators using RPDSS, is to include a bulletin board on the sign in screen of NCR – LInX that would be used to post current persons of interest, patterns, trends and any other information that law enforcement officials would deem very important to quickly disseminate into the hands of on-duty personnel.

#### Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)

Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort	
1. (See Chart)				
Project Performance Measures			Baseline Value	Target Value
1. Cross regional access to NCR – LInX			75%	100% accessibility
2. Assist in the identification of persons of interest or wanted persons			75%	100%
3. Assist in the closing of unsolved crimes or related incidents not previously known			75%	100%

## INITIATIVE PLAN

### The National Capital Region – Law Enforcement Information Exchange (NCR – LInX)

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

The National Capital Region – Law Enforcement Information Exchange (NCR – LInX) will address the priority need of the region’s law enforcement agencies by allowing them to access each other’s criminal justice databases in real-time, significantly enhancing public and officer safety. The current strength in the NCR is that most law enforcement agencies collect very valuable criminal justice data, including CAD entries, traffic and parking citations, police reports and mug shots. The obvious weakness that has been determined through a formal needs assessment and prioritization analysis is that hardly any of this valuable data is shared in an effective or efficient manner. Police officers and criminal investigators still rely on “old fashion” police work to find leads in other jurisdictions, that is, calling points of contacts or making site visits to ascertain if they have any information on a specific person, place or vehicle. This initiative will allow authorized and trained law enforcement officers to access real-time criminal justice data from participating agencies, allowing them to gain immediate valuable leads on weak cases, which in turn will mean significantly more case closures.

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

The NCR – LInX project is a specific request by the NCR’s police chiefs who have asked the Metropolitan Washington Council of Governments (COG) Police Technology Subcommittee to make criminal justice data sharing its highest priority. The subcommittee has responded by designing and implementing a regional and robust pawn shop data sharing system. The goal/project description of

the NCR – LInX is to achieve complete criminal justice data sharing capability among the more than 75 law enforcement agencies that make up the National Capital Region.

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

To date, the Regional Pawn Data Sharing System (RPDSS) has been successfully implemented with participation by 17 of the 19 COG agencies. Currently 800 trained investigators across the region have access to the over 1 million pawn records already in the system. While the sharing of pawn data has proven to be very successful with over 1,300 arrests and \$4 million in recovered stolen property in the first six months alone, this only scratches the surface of criminal justice data sharing needs. The real core of law enforcement information is in its daily police reports, traffic citations, CAD system entries, arrest reports and mug shots. While our subcommittee asked for \$4 million during the FY 2005 Homeland Security Grant Program: UASI, using Montgomery County's letterhead for application purposes, we only received \$1 million. This grant was leveraged by our collaboration with NCIS permitting the initiation of Phase One. Phase One includes bringing thirteen law enforcement agencies, which have been formally selected, on line as part of the pilot phase. Those agencies include: Arlington County Police and Sheriff, Alexandria Police, Metropolitan Police Department – District of Columbia Police, Fairfax City Police, Fairfax County Police, Loudoun County Sheriff's Office, City of Manassas Police, Metropolitan Airports Authority Police, Metro Transit Police, Montgomery County Police, NCIS, Prince George's County Police and Prince William County Police. Interviews to begin the data extraction with some of the agencies listed above have already started. We are seeking additional funding to support Phase Two which will include the following tasks, deliverables and collaborating partners: In collaboration with the NCIS and Northrop Grumman, their retained contractor, we hope to bring the remaining agencies online that have signed the charter but were not part of the original 13 pilot agencies. Furthermore, given the success the Regional Pawn Data Sharing System (RPDSS), it makes sense to merge and incorporate this stand-alone database with NCR – LInX. Finally, an overwhelming request that the Steering Committee (COG Police Technology Subcommittee) has received from the officers and investigators using RPDSS, is to include a bulletin board on the sign in screen of NCR – LInX that would be used to post current persons of interest, patterns, trends and any other information that law enforcement officials would deem very important to quickly disseminate into the hands of on-duty personnel.

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

A formal charter has been executed by 28 of the region's law enforcement agencies. The project will be administered under the guidance of the NCR-LInX Governance board, which is currently chaired and co-chaired by two of the region's police chiefs. Legal officials from the 28 agencies who have signed the charter are currently reviewing a formal memorandum of understanding (MOU). Once the MOU clears regional legal review, the day-to-day management plan of the NCR – LInX will be administered by the COG Police Technology Subcommittee, which is made up of operational and IT officials from each of the 19 COG agencies. The COG Police Technology Subcommittee has been appointed by the NCR – LInX Governance board as the Steering Committee.

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

This initiative relates to the overall state homeland security programs in that it will assist law enforcement to quickly identify persons, locations and vehicles of interest, significantly increasing homeland security through more effective and efficient case closures. Public safety will be significantly enhanced by identifying and apprehending dangerous persons through shared criminal justice databases in real-time. This initiative will help incorporate the three overarching National priorities (Expand Regional Collaboration; Implement the National Incident Management System and National Response Plan; and Implement the Interim National Infrastructure Protection Plan) in that it has already significantly expanded regional collaboration. During a mutual aid event, it can only assist during the implementation of NIMS by contributing very effective criminal justice information to the command staff.

<h1 style="text-align: center;">CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 27, 2006	
		<b>Roger Kelly, Leiutenant, Fairfax County Police Regional Intelligence Center (RIC)</b>	
		4100 Chain Bridge Road, Fairfax Va, 22030 (703) 212-4603 r.kelly@fairfaxcounty.gov	
Project Title:	<b>Regional Operational Multilayer Analysis(ROMA)</b>	Estimated Grant Amount	\$4, 500,000
NCR Strategic Goal Alignment:	<i>Prevention and Mitigation</i>	Allowability	<i>N/A</i>
Estimated Timeline	<i>July 2006-September 2008</i>	Dependencies and Cost Factors:	<i>\$2,250,00 per year</i>
<p>Domestic law enforcement is still reactive in the way it conducts criminal investigations. Most are usually driven by events and based on the act. Information/intelligence is developed by way of looking at what happened, then trying to determine who, what, when and how.</p> <p>What's needed is a shift in methodologies. Its not longer good enough to figure out culpability after the act, we must use every tool at our disposal to try and predict, interdict and prevent the criminal act of terrorism from occurring in the NCR.</p> <p>No such act just happens. It requires months, if not years of planning, money, travel and communications, most of which is captured on one data base or another. This information then becomes an operational vulnerability. In order to exploit this we must change the way we use data. The ROMA program data mines large volumes of stored information and layers it against mapping and the criminal behavioral characteristics associated with terrorism. The end result is a predictability tool that identifies where an attack may occur, who may do it and when. This is blending the existing doctrines of Community Orientated Policing and COMSTATS , with a data mining tool that factors in criminal behavior, making for true predictability analysts.</p> <p>It's based on several different programs that are in place by the U.S. Government and the private sector. The training and development phase would create the tools and produce finished intelligence products that would be used by investigators/agents and decision makers for tactical and strategic applications within the NCR.</p> <p>The Regional Intelligence Center is established location, staffed by law enforcement and public safety personnel from the NCR and at all levels of government. It's working counter-terrorism related cases and has access to the data systems of all its partners. The intelligence analysts are producing finished intelligence products in support of ongoing operations. This makes</p>			

it uniquely qualified to institute this program. The infrastructure is in place and the methodology represents the next level of service to our community.

It will take one year to establish and a second year to extract its maximum value. Real change comes slow, real worth must be demonstrated.

**Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)**

Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Design the ROAM system for the NCR	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Identify tactical/strategic intelligence requirements for NCR	July-August 2006
2. Internal Analysts Development Phase	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Complete Pilot Terrorism Analysis Course #1	September-November 2006
3. Revise Training Course	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Quarterly review of training	December 2006-August 2007
4. NCR Outreach training	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Completed all levels of training to the region	September-November 2007
5. Complete Train the Trainer courses	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Quarterly Review of Course and Program	December 2007- August 2008
6. Reassess ROMA	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Quantify number of threat assessments, closed cases, arrests, active cases and a two year customer survey	September 2008

Project Performance Measures	Baseline Value	Target Value
1. Hire Designing/Training staff	None	100%
2. Design training	None	100%
3. Identify and Purchase Hardware/Software	None	100%
4. Produce finished intelligence products	None	100%
5. Train doctrine to Regional Partners	None	100%
6. Reassess/ Regional Customer Survey		

## INITIATIVE PLAN

### Regional Operational Multilayer Analysis (ROMA).

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

Regional Operational Multilayer Analysis (ROMA). It will combine specially trained analysts, regional focused, with all source data sets, GIS mapping and algorithms that identify human behavior, in order to develop truly pro-investigations/operations and aid decision makers in tactical and strategic planning for counter-terrorism/crime.

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

The NCR: Montgomery County, Prince Georges County, The District of Columbia, the City of Alexandria, Arlington and Fairfax County, and all they smaller jurisdictions within.

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

The NCRIC is already in operation, so the office space, phone lines, work stations and virtual networks are already in place. Grant funding will provide the class rooms, equipment and staff to conduct the training and produce the product.

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

The ROMA program will be fold into the NCRIC; as such it will be governed in accordance with existing MOU's, SOP's and subject to oversight by the current Board of Governors. On-site supervision will be done by centers Coordinator. Representatives will be solicited from stakeholders in the regions, they will meet to assist in the needs assessment and to identify ways to enhance information sharing and operational imperatives.

<p><b>CONCEPT PAPER</b></p> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		December 23, 2005	
		Sergeant David Anderson Training Development Section Supervisor, Montgomery County Police Department (Maryland)	
		9710 Great Seneca Highway Rockville, Maryland 20850 (301) 279-1429 <a href="mailto:David.Anderson@montgomerycountymd.gov">David.Anderson@montgomerycountymd.gov</a>	
Project Title:	<b>Standardized training in terrorism prevention, detection and interdiction for Law Enforcement Entry Level and In Service Programs.</b>	Estimated Grant Amount	\$1,300,000
NCR Strategic Goal Alignment:	<i>Not available</i>	Allowability	AEL Item Number 4.2.1  Title: <b>Hardware, Computer, Integrated</b>
Estimated Timeline	April 1, 2006 through June 30, 2008	Dependencies and Cost Factors:	Size of agency, availability of classrooms, and technology systems

**Problem Statement/Project Description:**

There is currently no regionally relevant standard for basic training for law enforcement officers in the area of terrorism awareness, prevention, detection and interdiction. In order to ensure consistency of our ability to engage prevention and generate meaningful intelligence, we must have a regionally relevant baseline for training.

**Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)**

Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Identify experts within each agency	Individual agency		April 1, 2006
2. Obtain laptop computers and projectors for instructors	Individual agency with vendor of choice		April 1, 2006
3. Send expert instructors to train the trainer courses	Individual agency with ODP/Homeland Security		May 1, 2006 (level of effort continuous)
4. Schedule classes	Individual agency		June 1, 2006 (cyclical effort)
5. Begin Uniform classes	Individual agency	AWR 130 and 140	July 1, 2006 through June 30, 2008 (continuous effort)
6. Begin Detective Crime Scene courses	Individual agency	AWR 103	December 1, 2006 through May 1, 2007
7. Begin SWAT/SOD courses	Individual agency	PER 221	December 1, 2006 through May 1, 2007
8. Begin First Line Supervisor's course	Individual agency	MGT 313	January 1, 2007 through September 30, 2007
9. Begin Executive Staff course	Individual agency	MGT-360	July 1, 2007 through June 30, 2008

Project Performance Measures	Baseline Value	Target Value
1. Course exam		100 %
2. Internal agency tabletop exercises		
3. Intradepartmental tabletop exercises		
4. Internal agency practical exercises		
5. Intradepartmental practical exercises		

# INITIATIVE PLAN

## **Standardized Training in Terrorism Prevention, Detection and Interdiction for Law Enforcement Entry Level and In Service Programs**

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

The initiative is named 'Standardized Training in Terrorism Prevention, Detection and Interdiction for Law Enforcement Entry Level and In Service Programs. In order to ensure that the capability outcome designed to generate an effective sharing of information and intelligence, law enforcement throughout the region must seek to engage a common platform for entry level and in-service training. The proposed training would enable officers to detect clues and generate information that could then be processed into relevant intelligence on a regional basis. This front-end process would invariably improve the quality of deliverables from and to analysts and other consumers of threat-related information

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

The geographical construct involves the entire COG region.

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

Resources required to complete this initiative include training hours, position backfill hours, trainer-hours, training space, materials (computers, projection and video equipment). The process of standardization would require a meeting among a cross-section of police trainers within the region. These trainers could then develop common training goals, materials, and methods for the course. Many of the existing training facilities could be leveraged for delivery throughout the region, however, to ensure mobility and the ability engage distance learning and role call training, an enhanced number of laptop computers and projection equipment would prove beneficial. Additionally, position backfill overtime support would enable participating agencies to ensure the maintenance of staffing while the training is engaged. The equipment enhancements needed to support this initiative are available off the shelf or through existing procurement processes.

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

Resources required to complete this initiative include training hours, position backfill hours, trainer-hours, training space, materials (computers, projection and video equipment). The process of standardization would require a meeting among a cross-section of police trainers within the region. These trainers could then develop common training goals, materials, and methods for the course. Many of the existing training facilities could be leveraged for delivery throughout the region, however, to ensure mobility and the ability engage distance learning and role call training, an enhanced number of laptop computers and projection equipment would prove beneficial. Additionally, position backfill overtime support would enable participating agencies to ensure the

maintenance of staffing while the training is engaged. The equipment enhancements needed to support this initiative are available off the shelf or through existing procurement processes.

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

Information sharing and regional collaboration remain critical priorities for all police agencies in the NCR and throughout the COG region. Linked by the Capital Beltway, Metro rail and Bus systems, and Interstate 95 (among other major thoroughfares, our jurisdictions deal with the same criminals, activities and patterns. The common-training proposal supports these priorities by ensuring a common basis for evaluating and assessing information at the front-end, and assessing potential outcomes and consequences related to known terrorist tactics and activities intended to support terrorism. Implementation of a common training platform would enable law enforcement.

## CONCEPT PAPER

### Regional Expansion of the Terrorist Incident Prevention Program-TIPP

**Estimated Timeline:** Present to September 30<sup>th</sup>, 2006, and beyond, indefinite future

**Describe regional Problem/Deficiency in Terrorism Prevention, Preparedness, Response, and/or Recovery that Application will Address:**

Because of the uniqueness and threat profile of the National Capitol Region (NCR) there is a critical need to expand the Metropolitan Police Department's Operation TIPP-Terrorist Incident Prevention Program, to encompass areas surrounding the District of Columbia. Currently, this program strategically targets more than 60 types of businesses and industries that pose a higher risk due to their vulnerability to exploitation by potential terrorist. This program enhances local law enforcements' relationship with these critical partners by developing a mechanism for effective two-way communication and threat reporting that is separate from the general community reporting process. This separation also allows LE to track and measure more specific suspicious activity that can be rapidly investigated and measured enhancing our ability to identify increases in potential terrorist activity. Because of the limited geographic boundaries of the District of Columbia, and the limited number of businesses having exploitable recourses within the city, it is very conceivable that a terrorist event will have its initial planning stages occur outside of the city limits. Therefore, the crucial need exists to expand the TIPP's program regionally to allow for the expanded collection and tracking of submitted intelligence information which will be analyzed among the NCR partners for information that may be developed in reference to a threat not just posed towards the District of Columbia, to the entire area itself.

**Identify Regional Planning, Training, Exercises, and/or Equipment Needed and Explain how it/they will Address Problem/Deficiency:**

1. Development of TIPP information gathering, sharing and investigation protocols and guidelines accepted by all NCR partners that will allow for the collection of the same information across the region, as well as the rapid and seamless information sharing, notification and investigation across the region.

2. All necessary personnel having access to and responsible for the investigation of the TIPP information have received the necessary security clearances to allow unrestricted information sharing within the NCR.
3. Establishment, and extensively advertised and published, regional TIPP Hotline and Call Center for the collection, storage and dissemination of the TIPP information. This will allow for a single centralized point of information gathering, tracking and dissemination which will ultimately allow for the more effective and efficient investigation of the developed information by the NCR partners.
4. Established and governed coordination between the Regional TIPP call center and designated fusion center(s) for the rapid and effective exchange of information.
5. Obtain secure communications equipment required for the storage and exchange of TIPP information such a secure fax, phone lines, secure internet (CiperNet) and cell phones. Without the certified secure communications equipment, NCR members may be prohibited, and/or reluctant to exchange sensitive information. .
6. Procure necessary tracking, storage and investigative technology-i.e. Cameras, laptops, printers, office space, GIS mapping, and secure databases and conduits which will to allow for effective and efficient information gathering and exchange.
7. All TIPP call takers, investigators and users receive the necessary training to collect, retain, disseminate and investigate the collected TIPP information as governed by developed protocols, MOU's and guidelines developed by the NCR.
8. Printing, Publication and distribution of a regionally accepted TIPP pamphlet for use in the Regionally expanded TIPP program.

**Provide Estimated Cost and Long Term Funding Strategy:**

1. Retain contractor to conduct assessment of NCR to assist in the development of regional TIPP information gathering, sharing and investigation protocols and guidelines accepted by all NCR partners that will allow for the collection of the same information across the region, as well as the rapid and seamless information sharing, notification and investigation: \$175,000
2. Retain contractor to research, develop, prepare, publish and implement an ongoing distribution process for a regionally accepted TIPP pamphlet for use in the Regionally expanded TIPP program. \$300,000
3. Establishment of a regional TIPP's Hotline and Call Center for the collection, storage and dissemination of the TIPP information. This will allow for a single centralized point of information gathering, tracking and dissemination which will ultimately allow for the more effective and efficient investigation of the developed information by the NCR partners. Include phone line subscriptions, T-1 lines and secure communications, data tracking and storage equipment. \$1,500,000
4. Procure necessary TIPP information assessment and investigative technology-i.e. Cameras, laptops, printers, office space, GIS mapping, and secure databases which will to allow for effective and efficient information gathering, investigation and exchange \$400,000
5. Contractor and overtime costs to ensure that all TIPP call takers, investigators and users receive the necessary training to collect, retain, disseminate and investigate the collected TIPP information as governed by developed protocols, MOU's and guidelines developed by the NCR: \$250,000

**Dependencies and Cost Factors:** Time delays for necessary security clearance of personnel, Development of a NCR Intelligence Fusion Center for the coordination of TIPP's information, delays in the production of secure communications equipment due to current high demand

**Provide Names and Contact Information for Individuals with Appropriate Expertise who will Prepare and/or Assist in Preparing Application:**

Commander Cathy Lanier ([cathy.lanier@dc.gov](mailto:cathy.lanier@dc.gov))  
 Captain Jeffrey Herold ([Jeffrey.herold@dc.gov](mailto:Jeffrey.herold@dc.gov))  
 Lieutenant Steven Sund ([steven.sund@dc.gov](mailto:steven.sund@dc.gov))  
 Special Operations Division  
 Metropolitan Police Department, 300 Indiana Avenue N.W., Washington D.C. 20001  
 (202) 671-6505

## INITIATIVE PLAN

### Terrorist Incident Protection Program (TIPP)

Because of the uniqueness and threat profile of the National Capitol Region (NCR) there is a critical need to expand the Metropolitan Police Department's Operation TIPP-Terrorist Incident Prevention Program, to encompass areas surrounding the District of Columbia. Currently, this program strategically targets more than 60 types of businesses and industries that pose a higher risk due to their vulnerability to exploitation by potential terrorist. This program enhances local law enforcements' relationship with these critical partners by developing a mechanism for effective two-way communication and threat reporting that is separate from the general community reporting process. This separation also allows LE to track and measure more specific suspicious activity that can be rapidly investigated and measured enhancing our ability to identify increases in potential terrorist activity.

#### 1. Regional Construct: National Capitol Region

Because of the limited geographic boundaries of the District of Columbia, and the limited number of businesses having exploitable recourses within the city, it is very conceivable that a terrorist event will have its initial planning stages occur outside of the city limits. Therefore, the crucial need exists to expand the TIPP's program regionally to allow for the expanded collection and tracking of submitted intelligence information which will be analyzed among the NCR partners for information that may be developed in reference to a threat not just posed towards the District of Columbia, to the entire NCR.

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

The following processes will need to be established for the smooth implementation of this initiative:

- Development of TIPP information gathering, sharing and investigation protocols and guidelines accepted by all NCR partners that will allow for the collection of threat/suspicious activity

reporting across the region, as well as the rapid and seamless information sharing, notification and investigation across the region.

- Establishment, and extensively advertised and published, regional TIPP Hotline and Call Center for the collection, storage and dissemination of the TIPP information. This will allow for a single centralized point of information gathering, tracking and dissemination which will ultimately allow for the more effective and efficient investigation of potential threats to the NCR partners.
- Established and governed coordination between the Regional TIPP call center and designated fusion center(s) for the rapid and effective exchange of information.
- Procure necessary tracking, storage and investigative technology which will allow for effective and efficient information gathering and exchange.
- All TIPP call takers, investigators and users receive the necessary training to collect, retain, disseminate and investigate the collected TIPP information as governed by developed protocols, MOU's and guidelines developed by the NCR.
- Printing, Publication and distribution of a regionally accepted TIPP pamphlet for use in the Regionally expanded TIPP program.

Many of these resources already exist, in one form or another, amongst the various agencies. The challenge lies in the coordination of the various gathered intelligence. The regional centers will likely need to procure computer hardware, phone lines and phone lines.

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

The Regional TIPP Program would be governed through a multi-jurisdictional committee administered through the Council of Governments.

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

The Terrorist Incident Prevention Program would be in cooperation with various local and federal agencies within the city and throughout the NCR by allowing for the expanded collection and tracking of submitted intelligence information which will be analyzed among the NCR partners for information that may be developed in reference to a threat not just posed towards the District of Columbia, to the entire NCR.

<h1 style="text-align: center;">CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 26, 2006	
		Col. Mark S. Chaney, Superintendent, Maryland Natural Resources Police (MNRP)	
		(410) 260-8881, <a href="mailto:mchaney@dnr.state.md.us">mchaney@dnr.state.md.us</a>	
<b>Project Title:</b>	<b>Maritime Awareness NCR</b>	<b>Estimated Grant Amount</b>	
	a. Maryland Water Watch		\$300,000
	b. Department of Natural Resources (DNR) Operations Center and “Coordinated Highway Action Team” (CHART) of the Waterways (CAD/RMS)		\$3,300,000
	c. MNRP Patrol Boat Fleet		\$8,200,000
	d. MNRP New Academy Class		\$2,200,000
	e. MNRP Helicopters		\$3,300,000
<b>NCR Strategic Goal Alignment:</b>	Goal 2: Community Engagement Goal 3: Prevent and Mitigate Threats & Events Goal 4: Respond and Recover from Threats & Events	<b>Allowability</b>	[See instructions to confirm allowability; attach separate sheet if necessary]
<b>Estimated Timeline</b>	01Jul06-30Jun09	<b>Dependencies and Cost Factors:</b>	[Attach via separate sheet if necessary]

**Problem Statement/Project Description:**

**Project Need:**

The Potomac River is the maritime gateway to the Nation’s capitol. Maritime security on the Potomac and waterways in the National Capitol Region and its buffer zone—which includes a nuclear power plant and a liquefied natural gas facility—have received little attention and focus in previous years. These waterways provide a pathway to the National Capitol Region and offer access to potential targets for terrorists and need to be protected.

The Coast Guard Captain of the Port of Baltimore (COTP) is the Chairman of the Area Maritime Security Committee Executive Steering Committee (AMS ESC). The COTP’s area of responsibility includes the Potomac River from the Chesapeake Bay through the District of Columbia. The AMS ESC chartered a project team to develop a maritime strategy that produced a gap analysis for the maritime region. That gap analysis showed extreme shortfalls in the Maryland Natural Resources Police (MNRP). The strategy document recommended solutions to fill those gaps and close those windows of vulnerability to our region. Improving MNRP’s ability to work seamlessly across jurisdictions that share the National Capitol Region’s waterways is critical to security of our nation’s seat of government.

The MNRP is the primary maritime law enforcement agency in Maryland waters (including the Potomac River) and has authority to patrol and enforce Coast Guard security zones (around Calvert Cliffs Nuclear power plant, Cove Point LNG facility, special events, etc.). MNRP needs additional officers, modern patrol boats, helicopter(s) and a watch center. With these essential resources, the MNRP can carry out its missions more effectively

**Project Details:**

Maryland Water Watch (NCR Strategic Goal 2, Objective 4—Public Engagement): Maryland Water Watch is a statewide awareness program that coordinates civilian reports of suspicious activity on the water that might indicate threats to the State’s security. This program will build off of the national model, America’s Waterways Watch. The Chesapeake Bay will be divided into six sectors, as arranged by DNR, with a Program Director developing strategies and supervising the program, sector captains, and volunteers who patrol on the Potomac, keeping special watch for suspicious activities near critical

infrastructure. The Program Director is the only paid position in the program, due to limited funding.

DNR Operations Center and CHART of the Waterways (CAD/RMS) (NCR Strategic Goal 3, Objective 2—Information Sharing): CHART is a system of cameras and sensors used in Maryland's traffic management system. Computer-Aided Dispatch and Resource Management System (CAD/RMS) helps efficiently dispatch forces where and when needed. The Operations Center and CAD/RMS System will be used for the daily requirements of MNRP, and also for intelligence sharing improvements between the Maritime enforcement agencies and the already established Maryland Coordination and Analysis Center (an all-source intelligence fusion center staffed by Federal, state, and local law enforcement and intelligence analysts.) and the National Response Center. The project will include new hardware/server configuration, CAD workstation hardware, a RESPONSE web system, an ICIS RMS system, mobile workstation hardware, a RESPONSE Geo-Server, an EMBRS Fire/EMS Records Management system, PSSI Mobile & Field Reporting Client software, PSSI Mobile & Field Reporting Applications, as well as maintenance and operational items.

MNRP Patrol Boats (NCR Strategic Goal 4, Objectives 2, 3—Capacity, Resource Sharing): One of the highest priorities for the Maryland Natural Resources Police (MNRP) is the replacement of large vessels. These vessels are utilized for law enforcement patrols related to homeland security resource conservation, boating safety, search and rescue. Since MNRP is the lead agency for maritime homeland security on Maryland waterways, it is critical that the agency's fleet support routine patrols and emergency response capabilities. It is proposed that 19 of MNRP's large vessels be replaced over the next three years based on their overall age, condition and present use. Rather than replacing all of the existing large vessels with another vessel of the same size, the MNRP proposes purchasing a strategic mix of vessels designed to meet the full range of maritime operations. The MNRP proposes replacement of 39 of its small vessels over the next three years based on their present overall age, condition, and use.

MNRP New Academy Class (NCR Strategic Goal 4, Objective 4—Training): The NRP has not hired new recruits since early 2002. New hires are critical to meet the agency's staffing levels needed to fulfill its core mission. DNR is requesting to have its vacancies filled and to add 20 additional PINS to address Presidential Directive 41.

MNRP Helicopter (NCR Strategic Goal 4, Objectives 2, 3—Capacity, Resource Sharing): MNRP requests acquisition of new helicopter(s) to enhance the capabilities of the MNRP to protect homeland security and carry out search and rescue missions on and around Maryland's waterways.

**Project Benefits:**

The waterways represent some of our most vulnerable assets. The Potomac has not been afforded the additional security resources and therefore represents accessible targets for terrorist and is vulnerable to "all hazards" incidents. The MNRP projects listed above will improve the security measures for Maryland's waterways, and in turn secure the critical assets in the NCR region.

**Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)**

Tasks	Collaborating Partners	Deliverables	Target Date
1. Maryland Water Watch		Train a network of volunteers to observe and report suspicious activities near critical infrastructures	
2. Operations Center		Joint Operations Center	
3. "		Interoperable voice and data communications	
4. "		Modern CAD/RMS system	
5. Patrol Boats		Improve response, on-station time, interoperability with regional maritime assets	
6. Academy Class		Develop new MNRP officers and train officers from surrounding jurisdictions in maritime operations—Force Multiplier	
7. Helicopter		Enhance maritime domain awareness	
8. "		Support Coast Guard	
9. "		Improve tactical response	

# INITIATIVE PLAN

## Maritime Awareness-NCR

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

### Maritime Awareness-NCR

This initiative will enhance the security of the National Capitol Region by securing the waterborne approaches to the heart of our nation. The Potomac River (South of the Wilson Bridge and North of the American Legion Bridge) is the jurisdiction of the State of Maryland. The Maryland Natural Resources Police (MNRP) is Maryland's primary maritime law enforcement agency and is the only agency authorized to enforce Coast Guard designated security zones. The Maryland Maritime Strategy document, chartered by the Captain of the Port of Baltimore (who is also chairman of the NCR Area Maritime Security Executive Steering Committee (AMS ESC)), identified several projects to modernize the MNRP maritime fleet, improve interoperability and domain awareness.

1. **Water Watch**-Enhances domain awareness by training, deploying, and linking a network of volunteers from the boating community to increase vigilance and reporting of suspicious activities on the Potomac, especially around critical infrastructures.
2. **Operations Center (CAD/RMS)**-Improves interoperability and maritime domain awareness by linking maritime sensors into a joint maritime operations center and improving response through computer-aided dispatch and resource management system (CAD-RMS) to deploy assets to the right place at the right time.
3. **Patrol Boats**-Improves reliability and staying power by providing all-weather (winter and summer) vessels with improved officer safety and comfort features (interoperable communications, vessel automated identification system (AIS) sensors, toilet facilities, weapons mounts, etc.) This will allow officers to patrol more effectively and remain on station longer.
4. **Academy Class**-Critical to developing additional maritime capable officers for the MNRP and surrounding jurisdictions. This is a force multiplier.
5. **Helicopter**- Enhances maritime domain awareness and emergency response. The nearest Coast Guard helicopters to the NCR are based in Cape May, NJ, and Elizabeth City, NC. MNRP helicopter can provide airborne assistance to the Coast Guard for emergency response and maritime domain awareness, in addition as being an airborne platform for interoperable voice and data (video data link) communications.

By accomplishing the above we will address the following Capability weakness:

**Critical Infrastructure - Exercise/Evaluation** - Unsure whether or not we can prevent waterborne attacks.

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

The Maryland Natural Resources Police (MNRP) is the primary law enforcement agency on Maryland waters, which includes the Potomac River and the Chesapeake Bay. Their span of control includes the approaches to the our Nation's Capital, critical regional infrastructures (like the Woodrow Wilson

Bridge, Calvert Cliffs nuclear power plant, Cove Point Liquefied Natural Gas (LNG) facility, Patuxent River Naval Air Station, etc.) A successful terrorist attack on any of these facilities would have catastrophic effect on the entire region (whether through release of radioactive material, interrupting critical energy resources, disrupting regional traffic flow, or worse.) Enhancing our maritime security in the NCR by strengthening the MNRP is a regional defense.

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

The MNRP is a pre-911 force in a post-911 world. Their responsibilities have changed dramatically. Such new missions as enforcing Coast Guard security zones and securing the region's waterways and critical infrastructures against the terrorist threats have over stressed a force that was designed for boater safety and fisheries enforcement. MNRP needs new tools and capabilities to reach the potential—and expectations—that our nation's leaders demand from the front line of homeland regional maritime defense for our National Capitol Region.

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

This project will enhance the State of Maryland's defense of the waterborne approaches to our nation's capitol and critical energy, transportation, and defense infrastructures in the region and will tie into the Area Maritime Security Committee governance structure, as well as the State's governance structure. The Captain of the Port of Baltimore and the NCR Potomac river area is the same Coast Guard officer.

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

These projects meet national priorities of enhanced maritime domain awareness and regional interoperability, filling a critical gap in our homeland security posture by extending our domain awareness and response capabilities to the maritime buffer, creating a seamless handoff between maritime and land-based forces to detect and prevent terrorist attacks, and respond quickly and appropriately as needed.

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## Scoring Sheet

### Law Enforcement Investigation and Operations

**Scoring Criteria:** All candidate Concept Papers are to be scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

**Criteria #1:** How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

**Criteria #2:** How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

**Criteria #3:** How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

**Criteria #4:** How beneficial will this concept paper be in addressing regional needs?

**Criteria #5:** How important is it to implement this Concept Paper/Initiative Plan in FY 06?

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<b>Concept Paper</b>		<b>Mobile AFIS / Facial Recognition</b>									
<b>Related Target Capabilities:</b>		<b>Intelligence/Information Sharing and Dissemination</b>									
<b>Score:</b>	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	<b>Total: (5-50)</b>										

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<b>Concept Paper</b>		<b>National Capital Region – Law Enforcement Information Exchange (NCR-LInX)</b>									
<b>Related Target Capabilities:</b>		<b>Intelligence/Information Sharing and Dissemination</b>									
<b>Score:</b>	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	<b>Total: (5-50)</b>										

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<b>Concept Paper</b>		<b>Regional Operational Multilayer Analysis(ROMA)</b>									
<b>Related Target Capabilities:</b>		<b>Intelligence/Information Sharing and Dissemination</b>									
<b>Score:</b>	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	<b>Total: (5-50)</b>										

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<b>Concept Paper</b>		Standardized training in terrorism prevention, detection and interdiction for Law Enforcement Entry Level and In Service Programs.									
<b>Related Target Capabilities:</b>		Intelligence/Information Sharing and Dissemination									
<b>Score:</b>	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
<b>Total: (5-50)</b>											

<b>Concept Paper</b>		Regional Expansion of the Terrorist Incident Prevention Program-TIPP									
<b>Related Target Capabilities:</b>		Citizen Preparedness and Participation, Citizen Protection: Evacuation and/or In-Place Protection									
<b>Score:</b>	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
<b>Total: (5-50)</b>											

<b>Concept Paper</b>		Maritime Awareness NCR									
<b>Related Target Capabilities:</b>		Critical Infrastructure Protection									
<b>Score:</b>	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
<b>Total: (5-50)</b>											