

7 Intelligence/Information Sharing and Dissemination

Intelligence/Information Sharing and Dissemination

Capability Definition:

Intelligence / Information Sharing and Dissemination capabilities are necessary tools to enable efficient prevention, protection, response, and recovery activities. Intelligence /Information Sharing and Dissemination is the multi-jurisdictional, multidisciplinary exchange and dissemination of information and intelligence among the Federal, State, local and Tribal layers of government, the private sector, and citizens. The goals of sharing and dissemination are to facilitate the distribution of relevant, actionable, timely, and preferably declassified or unclassified information and/or intelligence that is updated frequently to the consumers that need it. More simply, the goal is to get the right information, to the right people, at the right time.

An effective intelligence / information sharing and dissemination system will provide durable, reliable and effective information exchanges (both horizontally and vertically) between those responsible for gathering information, analysts, and consumers of the threat-related information. It will also allow for feedback and other necessary communications in addition to the regular flow of information and intelligence.

Capability Outcome

Effective and timely sharing of information and intelligence occurs across Federal, State, local, Tribal, regional, and private sector entities to achieve coordinated awareness, preparedness, protection, prevention of, and response to terrorist activities. To meet the desired outcome the following objectives must be achieved: (1) All pertinent stakeholders across all disciplines are identified and incorporated into the information flow through a clearly defined information sharing system; (2) Information flows vertically (from the Federal level through regions, States, locals and Tribes and back) within Law Enforcement and other appropriate agencies in a timely and effective manner; (3) Information flows across disciplines (among fire departments, EMS (Emergency Management System) units, public works, the private sector, etc.) at all levels and across jurisdictions in a timely and efficient manner.

Capability Discussion Points

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

- The way in which the current technical infrastructure in your state supports the receipt and dissemination of relevant homeland security information (and classified information if necessary).
- The training and skills of personnel that support Intelligence / Information Sharing and Dissemination including whether or not they maintain the appropriate clearances to handle classified information if necessary.
- Federal, State, local, Tribal, regional, and private sector efforts to help establish or adopt national, standardized plans, protocols, and procedures for Intelligence / Information Sharing and Dissemination.
- The systems and information that are provided for all affected NCR agencies that gather data on potential or current terrorist activities and all-hazards incidents.
- The way in which training and exercises have been developed and executed for meeting the standards, protocols, and procedures, of the Intelligence / Information Sharing and Dissemination priority.

NCR Discussion Results on Intelligence/Information Sharing and Dissemination

Resource	S/W	Comments
People	S	<ul style="list-style-type: none"> Well trained and qualified staff. (3) Good regional communications. Good communication flow. (2) Hospitals are working collaboratively with law enforcement to facilitate communication. The next phase of the AFIS protect is underway.
	W	<ul style="list-style-type: none"> Need to increase the number of staff dedicated to intelligence gathering and dissemination across disciplines. All intelligence staff need to be linked electronically. (6) Need a centralized, regional location for intelligence agencies to vet and organize intelligence information. (5) Need to increase the number of medical/fire personnel with security clearance to help develop intelligence information systems and processes. (3) Need to increase depth of disciplines in intelligence fields. (3) Need to establish expedited means for performing security clearances in order to get more technical experts involved in planning process. (2) Need to continue NCR surveillance – Essence Not enough staff to send people to RIC – there is no one left to do the job at home. Currently, some agencies are relying on individual personal contact rather than agency relationships or official communications between agencies. Need to increase support for LINX data sharing. Need trained technical experts and managers for the radio cache. Need WMATA communications upgrade.
Equipment	S	<ul style="list-style-type: none"> 3 radio caches have been established with deployment Basic start up equipment purchased for IMT Initial procurement of communications for WMATA Current system in place is functional Funding to upgrade new AFIS is in place Information sharing is easily obtained; AFIS approach works better against jurisdictional boundaries. Current information is actionable and timely We have invested in regional data messaging infrastructure – work is in process NCR has sophisticated communications system COG's efforts grant application enable COG agencies to garner. M/S related equipment in a manner that allows for widespread response capabilities Have equipment to deal with day-to-day activities and small surges
	W	<ul style="list-style-type: none"> NCR secure communications network (5) Lack multi-discipline secure warehouse for communication equipment (2) Too many fractured and repetitive unverified databases that repeat some intelligence as each other; not enough effort to verify validity, not enough follow-up or accountability (2) Determining communication devices, i.e., phone card or satellite (2) To effectively/efficiently share information to other jurisdictions and disciplines, we will need to have state-of-the-art operating software and platform and common standardization. It's critical to replace/upgrade legacy system prior to integration (e.g. VDOT smart traffic center) No long term program to sustain operational readiness (maintenance parts etc.) Full compliment of support equipment required for readiness/deployment Not enough secure telephone units Addition of uniform intelligence databases/analysis on a county wide network would enhance current sharing capabilities Health not well integrated in interdisciplinary communication system Current system is obsolete Mobile and facial recognition phase of AFIS is not funded Funding exists for equipment (computers etc.) to bring 15 of the more than 70+ law enforcement agencies within the NCR, not counting federal agencies

Resource	S/W	Comments
		<ul style="list-style-type: none"> • No equipment in place for back up redundancy • Ability to monitor all NCR critical infrastructure sites. A traffic management center with room to handle analysis work. • DOT by nature do a lot of monitoring and information gathering. We need to get plugged into ensure information. • DDOT have incident managers who do not plug into law enforcement on a daily basis. • DDOT have traffic monitors that are not plugged into law enforcement • RMS and MDT capable software that enable electronic dissemination of critical infrastructure blue prints, schematics, contacts and tactical plans to responder units and EOCs • Lack equipment for large surge (deaths) • Need mobile AFIS compliment
Training	S	<ul style="list-style-type: none"> • Initial basic training provided for radio cache program start-up • IMT training provided for basic program and some positions • Well trained in medical activities • Fingerprint analysis won't change • Technical support won't change • New upgrade will require minimal training for officers
	W	<ul style="list-style-type: none"> • Training should be on a regional level (4) • Additional training needed for new personnel and maintenance of skills (2) • Additional basic and position specific training • Training should be simplified to make it more practical • Training first, policies second • Back training in federal-local emergency management systems • Actionable intelligence is held to long • Public health people need training on use of communication equipment • No forum in place for training department • Need tools to develop multi-disciplinary training • No law enforcement representatives on regional IMT • Lack of qualified analysts individual jurisdictions and no intelligence analysts to serve the region • Need information sharing training outside of Law Enforcement • Need full time training assets • No established information sharing protocols • No in depth training exists • Continued mainland and strengthening of the system to include utilization of system in pandemic flu • Additional advanced intelligence gathering need • System training for any acquired database systems • Very little involvement of healthcare delivery system • More POC training
Exercises/Evaluation	S	<ul style="list-style-type: none"> • Current system is functional and used by the NCR • Upgrade is a refresh and enhanced capabilities within NCR
	W	<ul style="list-style-type: none"> • Need for a regional, multidisciplinary exercise program, including: <ul style="list-style-type: none"> ○ Exercise/evaluate established protocols ○ Incorporate intelligence function and workflow as a significant part of exercises ○ Continued funds for maintenance to enhance exercises to public safety/emergency managers ○ Phase 2 (mobile AFIS) will require exercises and evaluation ○ Tools to develop multi-disciplinary exercises/evaluation ○ Inter-agency exercises necessary to test plans and equipment capabilities. ○ Joint BFO/WFO (FBI) collaboration/participation to ensure information flow across jurisdictional boundaries ○ Focus on communication and information sharing between federal, state, and local officials with the public health and healthcare community

Resource	SW	Comments
		<ul style="list-style-type: none"> o Formal evaluation of the NCR-LINX o DC Medical Examiner's Office is rarely asked to attend exercises, despite many of them involving fatalities and medical issues o Table-tops and practicals
Plans, Policies and Procedures	S	<ul style="list-style-type: none"> • Regional deployment procedures has been developed for radio cache • There is good information and intelligence from jurisdictions; needs central gathering point and inter-regional sharing/vetting mechanisms
	W	<ul style="list-style-type: none"> • Development of uniform intelligence gathering and investigational dissemination policies/basic validity vetting requirements/security clearance for health officials (10) • Need to implement regional information management procedures/link regional communication to WMATA communication (5) • Need to develop health information group with high level participation of law enforcement, fire/EMS, public health, hospital medical community to coordinate information sharing and provide basis for forensic epidemiology response/health intelligence MOUs/include medical examiner's office in emergency planning and training. (3) • Need more personnel to write plans, policies, and procedures/conduct audit of MOAs, MOUS and mutual aid agreements in NCR • FBIs jurisdictional boundaries are in conflict with COG boundaries in Montgomery County – hinders timely dissemination of information and actionable intelligence (3)

NCR Concept Papers and Initiative Plans

<p>CONCEPT PAPER</p> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 27, 2006	
		RESF-3 (Water) Charles M. Murray, Chairman Fairfax Water	
		Steve Bieber Metropolitan Washington Council of Governments 777 North Capitol Street, N.E., Suite 300 Washington, DC 20002 (202) 962-3219 sbieber@mwcog.org	
Project Title:	NCRWARN (National Capital Region Water Utility Response Network)	Estimated Grant Amount	\$180,000
NCR Strategic Goal Alignment:	<p><u>Addresses the following National Priorities:</u> Strengthen Information Sharing and Collaboration Capabilities, and expanded regional collaboration</p> <p><u>Addresses Priority Capabilities:</u> Information sharing and dissemination, and critical resource logistics and distribution</p> <p><u>Meets the need of NCR Goals:</u></p> <p>a) Response and Recovery, Ensure adequate and effective sharing of resource; Mass Care/Sheltering planning—region's water suppliers and distributors could inventory and arrange sharing of resources, including potable water, pumps evacuators, chlorinators, generators, and trained personnel, via the web portal;</p> <p>b)Regional Coordination Planning;</p>	Allowability	This is allowable in accordance with UASI guidelines.

	<p>c) Regional Response Planning—the web portal will provide a single secure location for sharing emergency contact information, mutual assistance resources, and lessons learned;</p> <p>d) Continuity of Operations Planning—potable water distribution is one component of the ongoing UASI-funded regional water supply emergency operations plans.</p>		
Estimated Timeline	24 months from grant award date	Dependencies and Cost Factors:	Costs include items such as the web portal, printing, and hosting regional meetings.

Problem Statement/Project Description:

The water utilities in the national capital region (NCR) are in need of a reliable system for distributing water security information and for sharing resources in the event of a natural disaster or terrorist attack. An emergency situation could easily imperil drinking water facilities including accidental or deliberate actions that contaminate raw or treated water supplies, or incapacitate critical water treatment infrastructure. The mutual aid network, proposed here, would work in tandem with the ongoing NCR early warning contaminant monitoring program for water distribution (chemical monitors) and raw water (biological monitors), as well as the physical security programs of the water utilities. There are 19 drinking water suppliers/distributors in the NCR serving nearly five million people. They currently communicate regularly with each other in a variety of forums at COG and elsewhere, but have no formal mechanism for providing mutual assistance during emergencies. While there is a willingness on the part of utilities to provide backup support and assistance to one another and a history of doing so informally, a formal agreement and protocol for doing so are essential to facilitate rapid and effective emergency response throughout the NCR. To facilitate quick and secure sharing of information and resources across the region, RESF-3 Water, supported by COG staff, is proposing a two-part project:

- 1) a secure web portal for maintaining contacts and sharing and updating water security data and resources, and
- 2) a mutual aid agreement and protocol for the NCR region, to improve the delivery of assistance from one or more utilities to another before, during, and after an emergency.

This two-part project proposal is modeled after successful mutual aid programs in California (CALWARN), Florida (FLAWARN), and Texas. Via the web portal, the NCR's water utilities would be able to inventory and track resources and make arrangements for mutual assistance. Shared resources may include potable water, pumps, evacuators, chlorinators, and generators, as well as trained personnel. Likewise, they would be able to share risk assessment tools, emergency preparedness and response protocols, and lessons learned, all through a single, secure system. WebEOC software would be among the systems strongly considered for this initiative. It would enable the water utilities to be compatible with other emergency response systems in the NCR. Direct collaboration with RESF #2 (Communications) is also an integral part of this project.

Similar to the mutual aid agreements in the FLAWARN and CALWARN networks, RESF-3 Water is proposing a similar agreement for the 19 water utilities in the NCR. The agreement would specify mutual aid procedures, as well as reimbursable expenses, insurance, and arbitration procedures. In signing the agreement, utilities would have a mutual understanding and reduced risk of bureaucratic procedures encumbering an emergency response. Thus, this mutual aid agreement would meet the FEMA requirements for reimbursement post-emergency and would enhance the efficiency and response time during an emergency: It would be a single agreement that would allow access to an entire region's resources.

States struck by the 2005 hurricanes illustrated the vulnerability of our water utilities and the need for better pre-planning and mutual aid coordination to prevent a disaster from becoming a bigger emergency due to lack of preparedness and mutual support systems. Also noteworthy were the major benefits to Florida utilities of having a water and wastewater network (e.g., FLAWARN) in place during Hurricane Wilma this past year. Based on this very positive experience, RESF-3 Water also would consider how to effectively expand the mutual aid network, created in this project, to wastewater utilities. Because several of the major water utilities in the region also provide wastewater treatment services, expansion to the wastewater community is expected to be a relatively modest project expansion and may be accomplished within the proposed budget for the project.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	Collaborating Partners	Deliverables	Target Date
1. Web portal	RESF-3 Water supported by COG staff, EPA,MD MDE, VA DOH, VA DEQ, DC DOE, DC WASA, WSSC, Fairfax Water, Washington Aqueduct, and the other 15 water utilities in the NCR. Will also collaborate with water utilities in the jurisdictions adjoining the NCR.	1) Secure web site that can be accessed by NCR utilities 2) Data/information about best management practices, research, etc. 3) Emergency Response Protocol documents 4) NCR resource inventory 5) workshop and water security conference information	Within 12 months from date of grant award
2. Coordination meetings	RESF-3 Water supported by COG staff, EPA,MD MDE, VA DOH, VA DEQ, DC DOE, DC WASA, WSSC, Fairfax Water, Washington Aqueduct, and the other 15 water utilities in the NCR. Will also collaborate with water utilities in the jurisdictions adjoining the NCR.	1) Decisions about what types of information should be shared on the web portal and logistics of managing and updating the web portal 2) Discussions about mutual aid procedures, reimbursement, arbitration policies	Ongoing, for 24 months
3. Mutual aid agreement	RESF-3 Water supported by COG staff, EPA,MD MDE, VA DOH, VA DEQ, DC DOE, DC WASA, WSSC, Fairfax Water, Washington Aqueduct, and the other 15 water utilities in the NCR. Will also collaborate with water utilities in the jurisdictions adjoining the NCR.	1) Mutual aid agreement document 2) Signatures on agreement by the NCR utilities.	Within 12 months from date of grant award
Project Performance Measures	Baseline Value	Target Value	
1. Secure web portal	Non-existent	A secure portal for the NCR's water and wastewater utilities to share and retrieve information. At least 75% of NCR water and wastewater utilities participate in the NCRWARN	
2. Mutual aid agreement	An informal cooperative of NCR water utilities	A formal mutual aid agreement for emergency preparedness and response	
3. Mutual aid agreement signatures from the water utilities in the NCR	No signatories	Mutual aid signatories from the 19 water utilities in the NCR; additional signatories from adjacent jurisdictions' water utilities; and possible integration with wastewater utilities.	

INITIATIVE PLAN

NCRWARN

- 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 planning initiative will provide tools to assist the local governments in creating and coordinating water security plans within the National Capital Region. This initiative will address the following priorities not necessarily in order:

1. Mass Care/Sheltering planning—region's water suppliers and distributors could inventory and arrange sharing of resources, including potable water, pumps evacuators, chlorinators, generators, and trained personnel, via the web portal
2. Regional Coordination Planning
3. Regional Response Planning—the web portal will provide a single secure location for sharing emergency contact information, mutual assistance resources, and lessons learned.
4. Continuity of Operations Planning—potable water distribution is one component of the ongoing UASI-funded regional water supply emergency operations plans.
5. Recovery planning

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

The monitoring, modeling and mutual aid will provide funding for a web portal and mutual aid agreement that would be inclusive of the entire NCR region as defined by law.

- 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.**

While the region's water suppliers and wastewater plants have done an inventory of their resources, they currently do not have a venue for knowing what regional resources are available, for posting their resources which could be shared, or for requesting and receiving aid from one another. The two tools provided by this initiative, the web portal and the mutual aid agreement, would bolster the region's water security by facilitating information exchange and coordinating a regional response to a terrorist attack or natural disaster.

There are several models that RESF-3 WATER, supported by COG staff, can use for the web portal. RESF-3 will be able to glean from the expertise of the FLAWARN and CALWARN examples, which are already in use, and also plans to explore the feasibility of using of WebEOC, which would be compatible with other emergency operations planning in the NCR. In exploring web portal options, RESF-3 will coordinate directly with the NCR Interoperability Work Group.

In addition, FLAWARN and CALWARN provide very useful working models for the mutual aid agreement. Moreover, the NCR passed legislation in 2005 concerning mutual aid and the lawyer on

COG staff has drafted a mutual aid agreement which has been reviewed by members of the Water Security Work Group (RESF-3 Water). The NCR region’s utilities are interested in having an agreement, but are in need of additional planning and tools to formalize the agreement.

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

This initiative will be governed by the already-existing regional Water Security Work Group (RESF-3 Water), which consists of water utilities, local governments, state, federal and regional public agencies covering the entire National Capital Region.

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.

The mutual aid network formed for this project will be fully integrated with the Water Supply Emergency Plan for the National Capital Region. This plan has been formally incorporated as an annex to the Regional Emergency Coordination Plan (RECPSM) under Regional Emergency Support Function 3, Public Works and Engineering, and helps facilitate a coordinated response to events that affect the quality or quantity of water in the National Capital Region. Consequently, the proposed mutual aid network would also help ensure implementation of the National Incident Management System, coordination with the Federal Response Plan, and enhance development of regional capabilities.

Concept Paper <i>Final</i>		22 January 2006	
		Prince Georges Health Department Nona Ogunsula, Project Manager	
		1701 McCormick Drive Suite 200 Largo, Maryland 20774 nogunsula@co.pg.md.us 301-883-6121	
Project Title:	NCR Medical Surge Initiative Patient Tracking System - Full implementation	Estimated Grant Amount	\$3,400,000
NCR Strategic Goal Alignment:	1.3.2 Comparative Gap Analysis 3.1.3 Health Surveillance and Detection 3.2.1 Info Sharing and Collaboration Framework 3.2.2 Regional Interoperability 4.2.3 Regional Interoperable Communication	Allowability	
Estimated Timeline	2 June 2006 through 31 January 2008	Dependencies and Cost Factors:	Outcome of Hard/Software survey now in process Number of disciplines to be supported Cost estimate variation
Problem Statement/Project Description: The National Capital Region (NCR) has an emergency response community that, out of necessity, ignores the multiple political boundaries in the area. While this mirrors the cultural and commerce practices in the region, it presents major challenges in communicating and sharing information critical to response and recovery. During the recent assessment of the region's capability to respond to major incidents, several Emergency Support Functions reported weaknesses in the ability to identify,			

locate and track patients, victims or evacuees affected by the incident and to reunify them with their family. Although there are common triage tag and NIMS compatible patient tracking procedures in place within the EMS community, most other disciplines do not have a consistent means to collect and share information, nor do they have access to the EMS Tracking system. In fact, even the EMS system is paper-based which hinders the ability to share information among the NCR Jurisdictions.

This is the continuation of a NCR Medical Surge Initiative Project that proposes to establish an electronic application to support the tracking of patients, victims, or evacuees (clients) from the point at which they first encounter the emergency response partner, until they no longer require services. For some disciplines, this will require the partners to collaborate on an interoperable process by which these clients will be served. Some of this collaboration is already in process, such as the COG Biological Emergency Preparedness Committee's work on the City Readiness Project, Arlington's Family Assistance Center project and the [Department of Homeland Security's Office for National Capital Region Coordination \(ONCRC\)](#) Credentialing project. Once the individual processes are identified the NCR partners will need to establish a data governance agreement and procedures. As these processes are solidified, the Patient Tracking application will be expanded to support their operations and will continue to be compatible with the Healthcare Information Portability and Accountability Act.

Prince George's Health Department (PGHD) is the sub grantee and lead in the project. The first phase, previously funded by the UASI, established the governance in the form of the Health and Medical Technology Working Group (H&MTWG). The H&MTWG is overseen by the COG Health Officer's Committee. Working collaboratively with the NCR Executive Interoperability Committee (NEIC), these partners are nearing completion of linking the individual jurisdictional computer networks using seven microwave links. This will provide the initial connectivity by which the information gathered by a Patient Tracking System may be shared by the response partners. This system will require expansion in future projects to ensure the inclusion of all partners. The partnership has also selected a vendor to implement a 6 month pilot of a Patient Tracking System. It is expected that many issues and opportunities for improvement will be discovered during exercising and actual use of this pilot system. A survey of the software and hardware that will interface with the system will also be completed during Phase 1.

The project being proposed in this submission will build upon the first phase of the project by collecting the lessons learned from the pilot and combining these with standard operating procedures to be developed by cooperating disciplines in order to establish technical specifications for final system implementation. These specifications will be utilized to select the most appropriate vendor to provide the software. Compatible, functional hardware will be selected to implement the system. The application will be accessible to all appropriate disciplines and the hardware will be distributed to EMS vehicles, local health departments, mass care specialists, and family assistance centers as deemed appropriate by the H&MTWG and NEIC. A comprehensive plan for implementation will be developed and installation and implementation will begin. It is estimated that it will take approximately 36 months to complete the full installation of the system in all the NCR jurisdictions. As this extends beyond the schedule of this funding period, one subsequent request for funding is to be expected.

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. Utilize results of pilot Tracking Project to determine components and requirements to be included in an RFP for a complete NCR system that does not incur the need for continuing costs.	Prince Georges Health Department (Lead) Health & Medical Technology Working Group (Input & Oversight) System Implementation Contractor (Technical Expertise & Process Direction) NCR Executive Interoperability Committee	Technical Specifications for the System Draft Implementation Plan	3 Months Post Award
2. Draft RFP	Same as above	Comprehensive Request for Proposal that allows Off the Shelf and/or custom Applications	4 Months Post Award
3. Publish RFP, Review Proposals, Award Project	Same as Above	Contract with vendor for delivery of system	7 Months Post Award

4. Alpha Test	Same As Above	Table Top use of system	10-12 months Post Award	
5. Train, Install, Beta Test	Same As Above and Selected Jurisdiction	Full Field implementation in selected jurisdiction to include use in a full field exercise	13-15 months Post Award	
6. Continue Installation Roll -Out	Same as 1 Above and Selected Jurisdictions	Field Implementation to cover at least 40% of the population in the region	24 months post award	
7. Conclude Region wide Implementation if future grant periods	Same as Above and Remaining Jurisdictions	Full Field Implementation	36 Months Post Award	
Project Performance Measures			Baseline Value	Target Value
1. Complete Results from Pilot			0	1
2. Technical Specifications			0	1
3. RFP Published			0	1
4. Implementation Plan			0	1
5. Successful Alpha Test			0	1
6. Implementation Plan			0	1
7. Successful Beta Test			0	1
8. Percent of responders with tracking capabilities			0	40%

INITIATIVE PLAN

NCR Medical Surge Initiative – Patient Tracking 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.**

NCR Medical Surge Initiative – Patient Tracking System

During the assessment of capabilities it was noted that although there is strong collaboration between the jurisdictions in the area of planning for, prevention and mitigation of, responding to, and recovery from a catastrophic incident in the National Capital Region, much work needs to be completed in the standardization, collection and sharing of data and information. This proposal plans to specifically address the ability to identify, locate and track clients of the emergency response partners. These clients include patients, victims, evacuees, and families of those affected. Identification, locating and tracking will begin with this application from the time the client is first encountered until the services of the community are no longer required. Information from the system will be used to allocate resources and reunify the client with their families.

This is a continuation of the previous project with the same name

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

The project will serve the National Capital Region as defined in the DHS Urban Area Security Initiative. We will strive to be compatible with similar systems being developed in the neighboring jurisdictions. The system established will be non-proprietary, not incur ongoing cost and be equipment agnostic as to allow multi-regional interoperability.

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 first phase of this project, nearing completion, will initiate a pilot patient tracking application, link existing computer networks providing coverage and redundancy required to operate and maintain the system, and survey existing hardware and software applications already currently in use. The NCR Executive Interoperability Committee (NEIC) is also establishing a data hub and wireless access capabilities that have become integral to this project. Many of the MWCOG Committees are developing standard processes and forms to address their areas of responsibility serving their clients. Through the collaborative structure of the MWCOG and the coordination of the Health and Medical Technology Working Group the project managers will seek to learn from the pilot and establish specifications of an application and architecture that will be able to support all these functions.

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

The Project will be managed by the Prince George's Health Department. They will receive guidance and direction from the Health and Medical Technology Working Group which reports to the MWCOG Health Officials' Committee. The individual Health Officers are under the governance of the Chief Administrative Officers CAOs of their jurisdictions. The Health and Medical Advisory Committee (HMAC), appointed by the CAOs and The Senior Policy Group, is responsible for formal oversight of projects supporting health and medical response on behalf of the State Administrative Agent of the NCR.

The NEIC will review and approve all technical aspects of the application and architecture and direct efforts to establish governance agreements and procedures.

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.

All three states involved in the NCR have struggled to track clients affected by a catastrophic event. Through the assessment of their capabilities all have realized a need to establish a system to support this process. All the committees and groups above include representatives from the three states involved. The members of the H&MTWG have been selected because of their involvement in attempting to address this specific deficiency. By incorporating these leaders we are ensuring that all the processes are at least compatible.

The application and hardware will be required to be compatible with the NIMS to ensure that should a federal response be required supporting responders will be able to "plug-in" to the NCR system to

attain the information needed to coordinate the Federal Response. Components of this project enhance the data infrastructure and provide the redundancy required to insure the operation of this critical infrastructure. Collaboration of all efforts is ensured through the governance structure described above.

CONCEPT PAPER

24-Hour Regional Staffing of the Homeland Security Operations Center

Estimated Timeline: Present to September 30, 2006, and beyond, indefinite future

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

Under normal threat conditions the National Capital Region representatives staff the Homeland Security Operations Center (HSOC) during normal business hours only. Having representation during these few hours presents an information gap that will cause a response lag when an event occurs during hours when local personnel do not staff the HSOC. This was the case in when simultaneous explosions occurred in London (Greenwich Mean Time) this past July and the incident was not reported to local law enforcement agencies until local staff assigned to the HSOC responded and took their assignments. Accordingly, it is proposed that NCR law enforcement representatives staff the HSOC twenty-four hours a day seven days a week.

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

As stated above limited capabilities exist, as the HSOC is staffed by local law enforcement only during normal business hours. The approval and funding of this program will ensure timely and effective sharing of information by preventing the information/response lag and by ensuring that information relative to the safety of the public is disseminated to the proper authorities in real time. It is proposed that this staffing be realized through interagency agreements. This may entail the hiring of additional personnel with the proper qualifications. Additionally, it is imperative that we pre-establish clearance requirements with HSOC officials.

In order to provide for the above described:

- Determine minimum qualifications for assigned members
- Establish the number of positions to be filled
- Establish Clearance requirements with HSOC officials
- Select qualified law enforcement officers from participating police agencies within the National Capitol Region.
- Assure clearances are applied for.
- Establish a training curriculum for HSOC Staff
- Determine how incoming information will be scrubbed and disseminated.
- COG Police Chief Committee will establish a schedule to fill positions from identified qualified candidates from their respective agencies.
- Distribute the schedule to the police departments throughout the National Capitol Region.

Provide Estimated Cost and Long Term Funding Strategy:

{ \$300,240 (6672 man-hours @ 45.00 per hour) } This number is derived by multiplying weekend hours (48) by number of weeks (52) and then by adding 16 hours per day multiplied by 261 weekdays.

Dependencies and Cost Factors:

Time delays for necessary security clearance of personnel may create unnecessary setbacks, Standard cost increases and inflation, 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)
 Captain Jeffrey Herold (jeffrey.herold@dc.gov)
 Lieutenant Steven Sund (steven.sund@dc.gov)
 Special Operations Division
 Metropolitan Police Department, 300 Indiana Avenue N.W.,
 Washington D.C. 20001
 (202) 671-6505

INITIATIVE PLAN

24-Hour Regional Staffing of the Homeland Security Operations Center

- 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.**

24-Hour Regional Staffing of the Homeland Security Operations Center. Under normal threat conditions the National Capital Region representatives staff the Homeland Security Operations Center (HSOC) during normal business hours only. Having representation during these few hours presents an information gap that will cause a response lag when an event occurs during hours when the HSOC is not staffed by local personnel. This was the case in when simultaneous explosions occurred in London (Greenwich Mean Time) this past July and the incident was not reported to local law enforcement agencies until local staff assigned to the HSOC responded and took their assignments. Accordingly, it is proposed that NCR law enforcement representatives staff the HSOC twenty-four hours a day seven days a week.

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

This initiative is proposed to provide an equitable distribution of appropriately cleared representatives across the NCR. In addition, it is intended to expand the existing networked capabilities between federal and state agencies.

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 stated above limited capabilities exist, as the HSOC is staffed by local law enforcement only during normal business hours. The approval and funding of this program will ensure timely and effective sharing of information by preventing the information/response lag and by ensuring that information relative to the safety of the public is disseminated to the proper authorities in real time. It is proposed that this staffing be realized through interagency agreements. This may entail the hiring of additional personnel with the proper qualifications. Additionally, it is imperative that we pre-establish clearance requirements with HSOC officials.

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

The Regional HSOC Network Program would be governed through a multi-jurisdictional committee administered through the Council of Governments. The COG Police Chief Committee will establish a schedule to fill positions from identified qualified candidates from their respective agencies

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.

The HSOC Program would be created and managed in cooperation with various law enforcement agencies throughout the NCR. This program creates a conduit between Federal and State agencies throughout the NCR to maximize our ability to reduce vulnerabilities and respond to potential threats throughout the NCR.

<h1>CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		January 27, 2006	
		Roger Kelly, Lieutenant, Fairfax County Police Regional Intelligence Center (RIC)	
		4100 Chain Bridge Road, Fairfax Va, 22030 (703) 212-4603 r.kelly@fairfaxcounty.gov	
Project Title:	Intelligence Analysts II	Estimated Grant Amount	\$1,227,000
NCR Strategic Goal Alignment:	<i>Prevention and Mitigation</i>	Allowability	N/A
Estimated Timeline	<i>January 2007- January 2008</i>	Dependencies and Cost Factors:	<i>\$27,000 for computers, licenses, etc, included in grant total</i>
<p>This application is a request for continued funding of a program that was awarded in the 2005 Grant cycle. It provided for the hiring of six contract intelligence analyses. Since that time two have been hired and placed in the Maryland Coordination and Analysis Center (MCAC). The remaining four will be in the Regional Intelligence Center by February of 2006. The hiring delay was due to the need for qualified intelligence analysts with U.S. Government clearances.</p> <p>The need has not changed, nor has it been met. The monies from this grant will ensure the success of the program and greatly enhance the CAO's and executive level decision makers in not only being kept up to date on current threats, but it will assist in identifying future concerns. They will produce finished intelligence products in a real time, region specific format. The reporting they provide will have enduring capabilities that will aid all levels of first responders in the NCR.</p> <p>The past year has been spent establishing the work criteria, developing the training and identifying the work experience and finished product for these positions, all of which is now in place. The 2005 funding will be used to put the people and equipment to work. The 2006 funding would be used to reassess, refine and if needed re-task the analysts in meeting the deliverables. This program will directly address the intelligence/information requirements of the CAO's, Chiefs of Police/Fire and other decision makers in the NCR by providing finished intelligence products in a timely manner, relevant to the region and specific to jurisdictions. It will meet the NCR Strategic Goals of Intelligence/Information sharing, Prevention and Mitigation, aid in Planning and Decision Making, Community Engagement and Response and Recovery.</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. Assess Program	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Customer Survey	February 2007
2. Operational Case Support	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Link analysts reporting	March 2007
3. Revise Training Course for predictability factors	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Quarterly review of training	April -2007
4. NCR Outreach training	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Completed Regional training	May-July 2007
5. Reassess Program	Lt. R. Kelly/ Partners in	Quantify number of threat	August- September 2007

	NC(RIC)/ Contractors	assessments, closed cases, arrests, active cases and a two year customer survey		
6. Apply for 2007 funding	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Complete funding application	October-November 2007	
Project Performance Measures			Baseline Value	Target Value
1. Hire Contractors for additional year			None	100%
2. Customer survey			None	100%
3. Identify and Purchase new Hardware/Software			None	100%
4. Produce finished intelligence products			None	100%
5. Train doctrine to Regional Partners			None	100%
6. Reassess/ Regional Customer Survey			None	100%

INITIATIVE PLAN

Information Sharing/Intelligence Analysts

- 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.**

Information Sharing/Intelligence Analysts. The NCR Chiefs and CAO’s still have a critical need for useable, real time intelligence reporting. This initiative will address that need.

- 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. The money awarded in 2005 will pay for the remaining four analysts. The projected hiring date is February 1, 2006. This 2006 award will ensure it continues. It will take more than one year to be able to get the maximum value out of this program.

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

Four of the analysts will be housed at the NCRIC. They will be folded 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.

The remaining two are presently in place in the MCAC; they will continue to fall under the direction and control of that center. The 2006 funding award would be divided so that the two positions stayed there and the four remained in the NCRIC

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.

The NCRIC is currently supporting the various regional information centers. Its primary focus is on law enforcement. But, it incorporates partners from all sectors, public safety, OEM, public health, the national intelligence community, the DOD and the public. That makes it uniquely qualified, it actually exists, not just proposed, it's regional in scope, it has unprecedented access to information at all levels of government. It exceeds that of most federal centers in that it has access to state and local law enforcement/civil data sets.

The NCRIC is already directly or indirectly in support of most the identified capabilities and overarching National Priorities. The analysts will change the way domestic LE produces finished products to the Chiefs and CAO's in the NCR.

Their work will crossover to most of the State and National Priorities. It will:

- Improve how information is processed into finished intelligence for use by decision makers at all levels of government
- Enhance the depth and scope of investigations
- Develop practicable predictability products for use in Prevention, Planning and Response
- Develop information products/reports for consumption by the private sector and the public
- Provide reports that address the probability and response to CRBNE attacks and response
- Identify critical infrastructure concerns and protection strategies for use at the local level
- Assist in compiling reports on Medical Surges and in the planning for mass prophylaxis

This page left intentionally blank.

Scoring Sheet

Intelligence/Information Sharing and Dissemination

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?

	Concept Paper	NCRWARN (National Capital Region Water Utility Response Network)									
Related Target Capabilities:		Critical Infrastructure Protection									
Score:	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
	Total: (5-50)										

	Concept Paper	NCR Medical Surge Initiative Patient Tracking System - Full implementation									
Related Target Capabilities:		Medical Surge, Interoperable Communications									
Score:	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
	Total: (5-50)										

	Concept Paper	24-Hour Regional Staffing of the Homeland Security Operations Center									
Related Target Capabilities:		Law Enforcement Investigation and Operations, Interoperable Communications									
Score:	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
	Total: (5-50)										

Concept Paper		Intelligence Analysts II									
Related Target Capabilities:		Law Enforcement Investigation and Operations									
Score:	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
	Total:	(5-50)									
