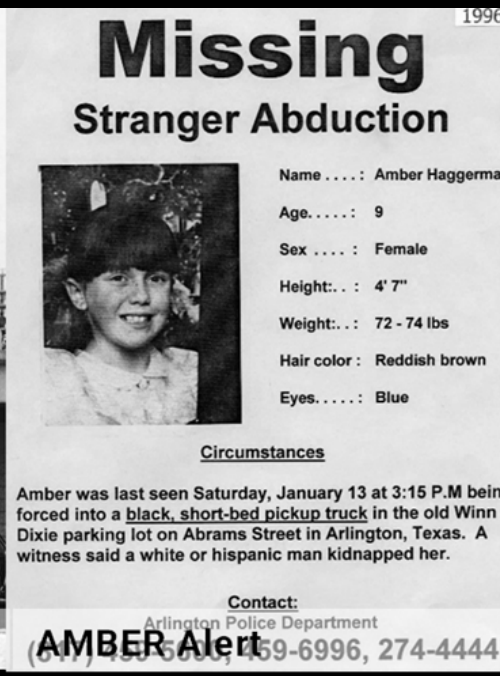
2022 DISTRICT OF COLUMBIA INTEROPERABILITY SUMMIT

40 Years of Building the Interoperable Emergency Communications Ecosystem

AFTER ACTION REPORT

1982 Metro Derailment

1982 Air Florida Crash



AMBER Alert

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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TABLE OF CONTENTS

2022 INTEROPERABILITY SUMMIT AFTER ACTION REPORT AND SUMMARY 4

EXECUTIVE SUMMARY 4

ATTENDEES 4

SUMMIT PRESENTATIONS **6**

WELCOMING REMARKS – DAY 1 6

THE MAN BEHIND THE MIC DC FIRE AND EMS DISPATCER ON DUTY FOR AIR FLORIDA CRASH AND THE METRO TRAIN DERAILMENT 7

AMBER ALERTS: FROM HEARTBREAK TO HOPE 8

DISASTER DAY: RELIVING THE EVENTS OF JANUARY 13, 1982 10

ENHANCING THE EMERGENCY COMMUNICATIONS ECOSYSTEM 14

MANAGING DISASTERS: THE IMPORTANCE OF INTEROPERABLE COMMUNICATIONS 15

MODERN DAY LEADERSHIP PANEL: HOW PREPARED ARE WE? 17

CLOSING REMARKS – DAY 1 21

WELCOME REMARKS – DAY 2 22

GAME CHANGERS- AFTER ACTION REVIEW: AN INTEROPERABLE COMMUNICATIONS PERSPECTIVE 22

SECURING TODAY TO ENSURE THE FUTURE: CYBERSECURITY CHALLENGES AND OPPORTUNITIES FOR THE EMERGENCY COMMUNICATIONS ECOSYSTEM 25

DEPARTMENT OF DEFENSE (DoD) ENGAGEMENT: ENSURING INTEROPERABILITY BETWEEN THE MILITARY AND THE NCR 28

KEEPING THE LINES OF COMMUNICATIONS OPEN: PUBLIC TO GOVERNMENT AND PUBLIC TO PUBLIC 32

ANSWERING THE CALL: GOVERNMENT TO GOVERNMENT AND GOVERNMENT TO PUBLIC 37

CLOSING REMARKS – DAY 2 41

KEY TAKEAWAYS 42

APPENDIX: **43**

SURVEY RESULTS 43

INTEROPERABILITY CONTINUUM 62

NCR CYBER TTX AAR IMPROVEMENT PLAN TEMPLATE 63

GAME CHANGERS: SUMMARY OF FINDINGS 68

HSEMA OVERVIEW 69

LETTER FROM THE DC SWIC 70

AGENDA 71

SPEAKER BIOS 78

2022 INTEROPERABILITY SUMMIT AFTER ACTION REPORT AND SUMMARY

EXECUTIVE SUMMARY

The 4th annual D.C. Interoperability Summit marked the 40th anniversary of the Air Florida Flight 90 Crash and the D.C. Metro Orange Line Train Derailment, as well as 26th anniversary of the abduction and murder of Amber Hagerman.

The Summit highlighted interoperability and emergency communications successes and challenges through real-world accounts from responders who were on the scene making efforts to save lives. The Summit also worked toward recounting how far we have come in interoperable communications in the past 40 years due to these incidents.

The Summit goals included:

- Celebrate 40 years of building the interoperable emergency communications ecosystem
- Discuss best practices and lessons learned from major incidents including January 13, 1982, Air Florida crash and Metro Derailment and January 13, 1996, Amber Hagerman abduction
- Highlight critical opportunities to improve interoperable communications policy, products, and/or processes
- Foster new relationships (physically & virtually)

ATTENDEES

More than 500 Federal, State, Local, Territorial, and private sector officials participated virtually or in-person in the two-day event. This is the 3rd consecutive year that over 500 participants viewed the Summit, where they were able to network with and learn from leaders within the interoperable communications ecosystem. Participants represented 22 states and territories ranging from California to the Virgin Islands. Participants represented a range of agencies including:

- Fire Departments
- Emergency Medical Services (EMS)
- Police Departments
- Critical Infrastructure Key Resources (CIKR)
- Federal Law Enforcement Agencies
- Emergency Management Agencies
- Military
- Cybersecurity and Infrastructure Security Agency (CISA)
- Public and Private Utilities
- Congress
- Health and Human Services (HHS)
- Public Safety Answering Points (PSAPs)
- Department of Transportation (DoT)
- Department of Justice (DOJ)
- Department of Education (DoE)
- Department of Defense (DoD)
- Department of Homeland Security (DHS)
- Department of General Services (DGS)
- Department of Treasury (DoT)
- Department of Housing and Urban Development (HUD)
- General Services Administration (GSA)
- United States Agency for International Development (USAID)
- DC Government
- Maryland Government
- Virginia Government
- University and Private Hospital Systems
- Property Managers
- Mayoral Offices
- Office of Inspector General (OIG)
- US Courts
- American Red Cross
- National Football League (NFL)
- Social Media Platforms
- Not-for Profits
- Private Firms

During the two-day Summit, participants heard over ten unique speakers provide remarks or talks and viewed six panels that included 36 emergency communications, cybersecurity, and public safety leaders. These speakers represented Federal, State, Local, and private organizations that contribute to the Interoperability Ecosystem. The panels and presentations covered a broad range of topics from the events of January 13, 1982, to cybersecurity, coordination with military partners, modern leadership challenges, a review of after-action reports, and communication with the public. Major themes discussed by speakers included the importance of relationship building, training and familiarization with equipment, as well as the powerful successes achieved through collaboration. Further details on the presentations and panels are detailed in the following section, Agenda.

The video links includes the full Summit presentations that were approved for release by the presenters or panelists:

Day 1: 2022 DC Interoperability Summit Video

Day 2: 2022 DC Interoperability Summit Video

*Individual presentation videos are included in the Summit presentations section below.

SUMMIT PRESENTATIONS

WELCOMING REMARKS – DAY 1

Summit recording link: [Welcoming Remarks - Day 1]

Annah Akasa, Action Officer, DC Homeland Security and Emergency Management Agency (DC HSEMA)

- Provided administrative and safety announcements related to the 2022 DC Interoperability Summit before Introducing Charlie Guddemi for the Welcoming Remarks

Charlie Guddemi, The District of Columbia's Statewide Interoperability Coordinator (SWIC)

- Recounted topics covered in the previous DC Interoperability Summit to include the Navy Yard Shooting, the 59th Presidential Inauguration, and the September 11th Terrorist Attacks.
- Provided an overview of the 2022 Interoperability Summit logistics, facts, and recognized that there are over 500 attendees representing over 22 states and jurisdictions.
- Reviewed Summit Goals (listed in Executive Summary Section for reference)
- Noted that September is National Preparedness Month
- Reviewed the Emergency Communications Ecosystem and why it is so important to have the Summit.

Dr. Christopher Rodriguez, Director, DC HSEMA

- Indicated that we are here to learn from our past, look toward the future, build relationships, form new partnerships, and enhance our ability to communicate during emergencies to serve our communities.
- Highlighted the District's supportive and robust emergency communications ecosystem that requires joint effort to keep it alive and well.
- Emphasized the importance of building relationships to build strong joint capabilities with all of our partners.

Vincent Delaurentis, Deputy Assistant Director for Emergency Communications, Department of Homeland Security, Cybersecurity and Infrastructure Security Agency (CISA)

- Was pleased at the fact that the Summit was a national and not just the National Capital Region (NCR)
- 40 years of building the emergency communications ecosystem is about reporting, requesting assistance, incident coordination response, alerts and warnings, public interaction, all of the involved systems, and all of the people behind the systems.
- Change is constant, and we need to be able to ensure interoperable communications through technological changes that are enabling our first responders.
- The partnerships between Federal, State, Local, Tribal, and Territorial (FSLTT), as well as SAFECOM and National Council of Statewide Interoperability Coordinators (NCSWIC) help to produce the National Emergency Communications Plan (NECP), which above all highlights human factors of interoperable communications.
- There are many different resources that CISA offers for helping to improve interoperable communications, so please reach out to your SWIC if you are in need of any training or assistance.

THE MAN BEHIND THE MIC DC FIRE AND EMS DISPATCER ON DUTY FOR AIR FLORIDA CRASH AND THE METRO TRAIN DERAILMENT

Summit recording link: [The Man Behind the Mic DC Fire and EMS Dispatcher on Duty for Air Florida Crash and the Metro Train Derailment]

Steve Souder, Retired, Representative of the Public-At-Large, on the Maryland 9-1-1 Board (Former 9-1-1 Director in Arlington County, VA, Montgomery County, MD, and Fairfax County, VA)

- Relayed that the point of the summit was to speak about what happened 40 years and how he could share his experiences to move interoperability forward.
- There was an abandoned hospital fire in DC that brought Steve into work early on the day of the crash.
- The alert for the Air Florida crash came in prior to Steve leaving for the day. This led to Steve staying on to take over for the less experienced dispatcher.
- Notated that what we take for granted was a product of that event, because it was a turning point event in emergency communications.
- The crash:
    - The Air Florida Crash was very close to the Virginia shoreline, but because of the jurisdictional boundaries, it was a Washington DC event.
    - With the scene being over a large area it was requested that the Incident Commander, establish multiple command posts. One for the plane and one for the bridge.
    - There were people in the water who were not accessible except for the efforts by Lenny Skutnik who jumped into the water to help rescue a victim in the water.
    - 15 minutes into the event Park Police Eagle One Helicopter arrived on scene but this aircraft could not communicate with DC Fire Dispatch.
    - Of the 74 passengers, 5 survived. 4 people passed on the bridge.
    - Due to the snow, there was an early release by the federal government. The snow and early release led to heavy congestion.
    - The underground metro crash happened, only one mile from the Air Florida Crash shortly after rescue efforts had finished. This led to resources being stretched very thin.
    - The DC Fire Liaison had to call DC Fire and have them hold the phone up to another phone that was in touch with the dispatch center to communicate.
- All these items added up to make the disaster worse. Those involved in the incidents were unable to talk to people right next to them.
- After action reports were not kind but they were accurate. These AARs accurately portrayed the real challenges and highlighted what needed to be improved.
- The lessons learned have been used by all fire departments across the country after the event.
- Congressional hearings:
    - Steve Souder had to testify in front of Congress due to his role in the Air Florida Crash.
    - During the congressional hearings it was discussed the need for radio systems that are interoperable.
    - The FCC was contacted shortly after to allocate the spectrum.
    - All the requested spectrum was claimed within the first day that it was made available.

- In 1986 Steve Souder went to work for Arlington, VA where they were working to buy an 800 MHz system to use this new spectrum.
- The FCC created committees to assess if applicants would use the spectrum appropriately.
- The committee had to see the bigger picture to help the community overall.
- 9/11:
    - Steve Souder was the 9-1-1 Director in Arlington during 9/11.
    - 9/11 was interoperability's greatest test since the Air Florida Crash.
    - Radios were needed to give out to those responding so that everyone responding could communicate on the same channels.
        - A local Motorola representative was able to get 500 radios within 2 hours.
        - The radios were sent to Jim Schwartz, Arlington Fire Chief during 9/11 and Incident Commander for Pentagon Response, who gave out 250 over a few days.
        - A call was put out a month later asking to return the radios, and within a short time all the radios were returned.
- In the 9/11 AAR interoperability was one of the few items reviewed positively. Most specifically the collaboration, coordination, cooperation, and the communication that had been developed in the NCR bore very positive results.

AMBER ALERTS: FROM HEARTBREAK TO HOPE

Summit recording link: **Amber Alerts: From Heartbreak to Hope**

Dr. John E. Bischoff III, Vice President, Missing Children Division, National Center for Missing and Exploited Children (NCMEC)

- Who is NCMEC?
    - Founded in 1984
    - 501 c3 Nonprofit, non-governmental organization
    - Congressionally funded in part for 15 programs to help missing and exploited children
    - National resource center for families, law enforcement and other professionals
- In the late 1970s and early 1980s a group of parents got together to begin lobbying for better communications and action taken to help children.
- As a Nonprofit, NCMEC has the latitude and flexibility to act quickly to help these children
- Amber Hagerman:
    - Abducted January 13, 1996
    - Last seen riding her bicycle close to her home, when someone saw a man in a black pickup truck pull her into his truck and drive away quickly
    - 4 days later Amber's body was found in a creek bed, and her killer has not been identified.
- Any child disappearance is a disaster. It ranks up there with a large fire in how it can tear a community apart.
- Outrage from the public led to:
    - Diane Simone wrote a letter suggesting that we use the emergency broadcast system to alert the public when a child goes missing
    - The system operators got to work on this and started working with local law enforcement to start seeing if it could work.

  - Diane wanted the system dedicated to Amber. They called it Amber's Plan.
- A.M.B.E.R – America's Missing: Broadcast Emergency Response
  - Rapid notification to the public utilizing all available technology during the most critical period after a child has been abducted.
- The alert means they believe that the child may be in the area that you are.
- 1998 the AMBER program was used to make its first rescue:
  - In Arlington, TX, 8-week-old Rae Leigh Bradbury was not returned by a babysitter
  - It was discovered the abductor had a history of drug use
  - Within 30 minutes of being activated a driver spotted the car and called 9-1-1
  - Minutes later, law enforcement rescued Rae Leigh and arrested the abductor.
- The AMBER Alert program relies on partnerships between local, state, federal, and private entities to all come together in a very short period.
- Protect Act of 2003:
  - Provided a unifying framework and created the National AMBER Alert Coordinator position within the Department of Justice
  - NCMEC AMBER Alert Secondary Distribution (AASD) and the AMBER Alert Training and Technical Assistance Program (AATTAP) grew from this effort
  - By the mid-2000's, AMBER Alerts existed in all states, DC and 2 territories (VI, PR)
- AMBER Alerts took less than 6 years for every state to build out their system.
- Wireless Emergency Alerts (WEA):
  - WEA messages are spent to phone via cellular broadcast
  - Multiple agencies can access Integrated Public Alert and Warning System (IPAWS), which is administrated by FEMA
  - NCMEC can activate a WEA for an AMBER Alert anywhere in the United States.
  - In 2021, 35% of WEA messages used a URL to convey alert information
- December 8, 2012 was the first time AMBER Alert hit cell phones, and 2 months later an 8-month-old child was abducted in Minnesota.
  - AMBER Alert and WEA was sent out which led to a young lady alerting law enforcement.
  - Law Enforcement responded to find the child in the abductor's possession with their hair cut and dyed and plane tickets out of the country.
- After AMBER Alert opt ins were automatic, there were immediate recoveries.
- AMBER Alerts Today – DOJ Recommended AMBER Alert Criteria that most plans follow:
  - There is reasonable belief by Law Enforcement (LE) that an abduction has occurred.
  - The LE agency believes that the child is in imminent danger of serious injury or death.
  - There is enough descriptive information about the victim and the abduction for LE to issue an AMBER Alert to assist in the recovery of the child.
  - The abduction is of a child aged 17 years or younger.
  - The child's name and other critical data elements, including the Child Abduction flag, have been entered into the National Crime Information Center (NCIC) System.
- AMBER Alert Distribution Path
  - Law enforcement activates an AMBER Alert and sends their primary distribution
  - NCMEC receives the primary distribution

  - NCMEC sends the AMBER Alert to the secondary distribution network with the permission of the AMBER Alert Coordinator.
  - Wireless Emergency Alerts (WEA) can be activated as primary or secondary distribution
- Partnerships with private partners allows for messages to move more quickly and reach wider than it would be able to otherwise.
- AMBER Alerts in 2021:
  - National Totals: 254 AMBER Alerts for 320 children
  - Case Types:
    - Family Abduction – 62%
    - Non-Family Abduction – 33%
    - Lost, Injured, Missing – 3%
    - Endangered Runaway – 2%
  - Abduction Trends:
    - Car Thefts – 34
    - Online Enforcement – 10
    - Infant Abductions: 3 (2 cases)
  - Alert Geography:
    - Multistate – 6%
    - Statewide – 71%
    - Regional – 20%
    - Local – 2%
  - WEAs:
    - 248 WEAs activated
    - 133 sent by NCMEC
  - WEA Content
    - URL – 35%
    - Lic. Plate – 39%
- NCMEC assists in 30,000 cases per year, of those, 254 reach level of AMBER Alert.
- AMBER Alerts and NCMEC Today:
  - NCMEC has provided operational assistance for 3,359 AMBER Alerts featuring 4,227 children from 2005 through 2020
  - NCMEC has activated over 1,100 WEA messages for AMBER Alert since 2012
  - 99% of AMBER Alerts since 2005 were resolved through the recovery of the child
  - At least 1,111 children have been rescued as a direct result of an AMBER Alert activation
  - Of those, 120 children were rescued due to WEAs
- AMBER Alerts require a countless number of interoperable connections working together in a short amount of time to save children from abductions.

DISASTER DAY: RELIVING THE EVENTS OF JANUARY 13, 1982

Summit recording link: [Disaster Day: Reliving the Events of January 13, 1982]

- ***Moderator*: Keil Green**
  Chief Executive Officer, The Lafayette Group

Panelists: (Listed positions are from January 13, 1982)

- **Barbara Childs-Pair**
  Administrative Office, DC Office of Civil Preparedness, DC HSEMA
- **James Resnick**
  Volunteer EMT, Bethesda-Chevy Chase Rescue Squad (BCCRS)
- **Steve Souder**
  Lead Dispatcher, District of Columbia Fire Department
- **Don Usher**
  Pilot, U.S. Park Police Aviation Section

Panel Notes:

- Keil Green introduces the concept of the panel as to understanding why this day was the impetus for change that it was.
- Washington Post Air Florida Flight 90 YouTube Video which details:
    - Air Traffic audio
    - The environment that the first responders were operating in to save the victims
    - The Metro Derailment

Panel Questions:

- Can you take a couple of minutes and tell us more about that day and about yourself?
    - Don Usher:
        - US Park Police Helicopter Pilot, based in Anacostia Park
        - Joined the Park Police in 1974 and in the aviation unit by 1975.
        - Air Florida Flight took off at 3:59 PM and crashed at 4:01 PM.
        - At 4:03PM an air traffic controller called the Park Police Hangar after the plane went missing.
        - Arrived on scene at 4:19PM, and rescue was conducted recue for 10 minutes.
        - Multiple items needed to be moved so the helicopter could operate in the area.
    - Barbara Childs-Pair:
        - Worked in the Mayor's Emergency Communications Center.
        - Ensured that everything needed to carry out shifts was available.
        - Received a call about the plane crash while out picking up needed items.
        - The office prepared for response and recovery efforts for nuclear war. The White House called and offered all needed resources to handle the disaster.
    - James Resnick:
        - Volunteered as an EMT and Firefighter with BCCRS out of college.
        - Attempted to get a ride home with an ambulance and because of this heard about the plane crash.
        - Rode with the Deputy Fire Chief to the plane scene but diverted to the metro accident instead.
        - Acted as street level triage for the metro crash.
- If this had happened today, which technology would have made the biggest difference today? Is it the technology or the training? And is there anything you still see as a challenge?
    - Steve Souder:
        - New technologies are always coming out. In local government it takes 5 years to get technology and it is old by the time it is online.
        - In the United States today there are 6,300 9-1-1 Centers, and none of them are fully staffed. The human factor is just as important as the technology factor
        - Technology comes out of other fields of endeavor. Drones were unknown 10 years ago but now are being used. The technology of today is better than the past, but we need to use it wisely, spend wisely, invest in people, and work on training.
    - Barbara Childs-Pair:

        - You can have all of the tools, but if you do not foster the relationships and partnerships, you cannot win.
        - Building relationships is the most important aspect.
- In the DC region, everyone from the President, surrounding states, and all of the various agencies. What was that like from a coordination perspective?
    - Barbara Childs-Pair:
        - Worked with many different agencies daily.
        - Relationships and severity of the incident allowed for access to specialized equipment.
        - Relationships built before the event. This resulted from pre planning and understanding of needs and roles before an event would occur.
- Can you talk more about the scene that you saw when you came to the Virginia shoreline? Could you talk to any of the firefighters? What was comms like in those days?
    - Don Usher:
        - It was rudimentary at the time.
        - In 1975 and 1976 the US Park Police did medivacs for the Maryland State Police due to the high number of trauma centers in Maryland.
        - Communication was always with a dispatcher or a different third party, but never anyone on the ground.
        - After mutual aid and regular radio channels failed, the loudspeaker was implemented.
        - 6 aircrafts were released before the metro crash. These could have flown victims, but communications failed.
- Can you talk about the changes made to the helicopters?
    - Don Usher:
        - The first two victims came out on a tow rope.
        - The loudspeaker was used to ask if anyone had any rescue buoys or additional rope, and one of the firefighters did.
        - Investments in rescue nets were made and the helicopter used was upgraded.
- Jim, you mentioned you were the runner. Were you the communication system that day?
    - James Resnick:
        - When medics needed someone to be transported, James would find someone with a radio to request an ambulance to a certain location.
        - An 800MHz radio would have been a game changer.
- How do you deal with officers self-dispatching, and how does that factor into a major event?
    - Steve Souder:
        - On 9/11, there was a number of units that had self-dispatched. They were put in service as an attempt to manage that the situation.
        - It was not nearly that manageable on January 13th. People self-dispatched and dispatch did not know until after the fact.
    - James Resnick:

        - BCCRS and DC recently ended their mutual aid agreement but for years there was a direct line to communicate with DC Fire.
        - This speaks to the need for robust and expanded mutual aid agreements that can encompass the whatever the event may be.
- Barbara, from 1982 to 9/11, how did those two relate to one another?
    - Barbara Childs-Pair:
        - There are always commonalities between incidents and disasters.
        - Mutual aid agreements are important, and they were more and more established over time between the events.
        - On 9/11 hot lines between the agencies were opened.
        - Build the relationships with people that will be responding to a major incident.
- Don, you mentioned it was 10 minutes, but what did the next day and year look like?
    - Don Usher:
        - There was an immediate recognition that better radios were needed.
        - The radio within the helicopter was immediately upgraded.
        - Media attention led to 2 days in the hangar in the same flight suits.
        - Aircraft crash response scenarios took place for several years afterward.
        - This was a worldwide event that we got to show public safety working all together to try and save 5 people. Unfortunately, many did not survive that day though.
- Steve, you talk about being in front of the congressional panel 40 years ago. If you were to go there today, what would be the challenge you would bring up? What's the next thing to get fixed?
    - Steve Souder:
        - Next Generation of 9-1-1. 9-1-1 today as we think about it is basically no different than it was 40 years ago.
        - Modernize 9-1-1 to maximize 9-1-1's effectiveness with the use of enhanced data.
- What is the thing you tell them about Air Florida to new recruits?
    - Barbara Childs-Pair:
        - Always remember your mental health.
        - The person next to you is a person, and relationships need to be built.
        - Treat your coworkers how you want to be treated.
    - Steve Souder:
        - Strong interpersonal working relationships in the NCR led to successes on 9/11. These established relationships can lead to great response to tragedy.
    - James Resnick:
        - We are standing on the shoulders of giants.
        - They need to train all the time.
        - Change is slow and it takes hard work.
    - Don Usher:
        - Remember the people, they are the most important part of all of this.
        - You need to prepare as best as possible and be flexible to change.
        - You need to accomplish the mission.
        - Communications are very important. Be able to speak and train with everyone.

Questions:

- Dealing with the media that day. Were you inundated with media requests that day?
  - Barbara Childs-Pair:
    - The media was allowed into the command center at that time
    - That day the key was having someone who could manage the media.
  - Steve Souder:
    - The media was not causing a problem but were a great asset that day.
    - The TV coverage from the bridge helped in understanding what was going on, on the ground.
    - The media and first responders need to coexist harmoniously.

ENHANCING THE EMERGENCY COMMUNICATIONS ECOSYSTEM

Summit recording link: Enhancing the Emergency Communications Ecosystem

Dr. Billy Bob Brown, Jr., Executive Assistant Director for Emergency Communications, CISA

- The Summit is proof of DC's leadership trying to move emergency communications forward.
- How to improve the ability to move the information that drives mission critical capabilities?
- Communicators recognize every second counts, but it is everyone working together that supports the seamless movement of information to support mission critical activities.
- As we think about the ecosystem, it is foundational that we are stronger together and this will help us to address foundational vulnerabilities. If one is vulnerable, we all are.
- Emergency Communications Ecosystem:
  - Overview of the 4 sectors: Public to Public, Public to Government, Government to Public and Government to Government.
  - Using 9-1-1 to notify the government of a problem and then the government working together to address the incident.
  - Critical infrastructure sharing information with each other to ensure safety of our citizens.
  - How to think in the all IP environment? Where are emergency communications in emerging technology going? How to create a teaming environment to address vulnerabilities that affect everyone?
- Emergency Information Domain:
  - In the all IP enabled emergency information domain working together is critical.
  - There are nation state challenges to national security, which only enhances the need for working together.
  - Security of the whole is created by seamlessly working together.
- SAFECOM Interoperability Continuum: (Graphic can be located in the Appendix on page 62)
  - Stakeholders getting together is how it all started.
  - The NCR is extremely unique with a multitude of partners getting together to solve the problem. SAFECOM Interoperability addresses this very simply in 5 lanes:
    - Governance
    - Standard Operating Procedures
    - Technology
    - Usage

        - Training and Exercises
    - 4 of the lanes are people related, which allows 80% to be people related.
    - The technology lane continues to evolve and most recently incorporated Cybersecurity because you cannot have operability or interoperability without foundational cybersecurity
- Good relationships are foundational to establish good operability and interoperability.
- Information Technology needs to be input into the Incident Command Structure. FEMA will be coming out with a request for comment soon.
- SAFECOM Nationwide Survey
    - Every 5 years to gauge technology use, communications, and advances in interoperability.
    - Encourages people to take the survey to understand national direction.

Questions:

- Can you define SAFECOM as far as what they do and where they are in the organizational chart?
    - SAFECOM is a CISA program that supports communications stakeholders.
    - The current chair is a former fire chief from Cambridge, MA. It has committees and working groups.
    - It has 35 public safety associations from across the nation.
    - SAFECOM drives development of nationwide guidance on what the next step on interoperability is nationally.
- We have no single platform for collaboration across government. We can never get to a single platform for everyone to get on. How do we get to a single platform that is interoperable, that we can use across government and bring in private sector partners where necessary?
    - One of the thoughts in that question is that we should all be on one system.
    - Interoperability is not just technology, and one system won't solve the challenges.
    - Aspects like governance are necessary to truly achieve interoperability.
    - It is more about the government deciding interoperability is important.
- If we have a single application, doesn't that also make us more vulnerable to a cyber-attack?
    - It is a larger question about security professionals working together to make whatever methodology of interoperability the most secure.
    - One system may be a more obvious target, but a disjointed system may have weak points that can be infiltrated.

MANAGING DISASTERS: THE IMPORTANCE OF INTEROPERABLE COMMUNICATIONS

Summit recording link: Managing Disasters: The Importance of Interoperable Communications

Thad W. Allen, Retired Admiral, U.S. Coast Guard

- Speaks to the fact that he was a part of two disasters, Hurricane Katrina and the Deep-Water Horizon Oil Spill, which allows him to have the knowledge he has.
- Every event, no matter what it is, becomes an exercise in applied civics. They test our governance, planning, interoperability, and resilience.
- The ability to be responsive and address the system with credibility is critical. Citizens will expect a whole of government response.

- Technology adoption to create a whole of government response is extremely important but it is constantly out pacing its deployment.
- Eastern Airlines Crash:
    - In 1972, Eastern Airlines crashed on their approach to Miami.
    - 103 lives were lost.
    - Spoke to the fact that he was signaling the helicopter by flashlight because due to limited communication capabilities.
- Interoperability, preneed relationships, and responding for the public have all been themes of Thad Allen's disaster response experience.
- Technology is getting more complex and capable, but the government cannot get it fast enough.
- Interoperability, interoperable people, doctrine, plans, and policy is where the government can win and make progress with the slow pace of acquisition.
- Technology will move so fast that it will stress legal framework. For instance, what is an act of war in cyber space? Who is responsible to handle it?
- No event happens in isolation. Coproduction of outcomes are needed to meet expectations.
- Focusing on the risk collectively will create a demand signal for the development of technology.
- Engagement with the private sector is needed to deploy technology more quickly.
- Biggest challenge in Deep-Water Horizon was negotiating between the government who was overseeing BP and BP who had the ability to cap the well.
- The relationship to technology key questions:
    - Legal frameworks- are they good enough? Being challenged?
    - Policies- are they good enough?
    - Standard Operating Procedures
    - Procurement – how do we get technology into the government quicker? Probably need to reestablish the relationship between government and private sector.
    - Role of government in regulating public safety
- There is a need to become more agile to integrate private sector solutions in a crisis.
- Communication with the public and risk communication is very important during major incidents.
- Summary:
    - Years of experience will help to become knowledgeable about interoperable communications during disasters.
    - The only way to improve at talking to the press is by talking to the press.
    - 9/11 established the USCG standing presence in the NCR.

Questions:

- How did you build rapport and trust so quickly with those presidents?
    - Never take a job like that unless you are prepared to be fired. It is not political. Solving the problem needs to be the main mission.
- Do you foresee a time that the Potomac will be used for transit?
    - There are scenarios where that might work.
    - Is there demand signal or infrastructure to do that?
- Can you provide 3 steps to foster interoperability of your human resources?
    - There are two basic elements that create leaders who can do that.

  - First is lifelong learning. Second is emotional intelligence.
- I saw the response to Katrina and Deep-Water Horizon to be very different. What do you see as the benefit to the two different ways of handling those events?
  - Hurricane Katrina was a natural disaster; therefore the 10th amendment applies. First responders handle the event until their resources are depleted or it is beyond their scope.
  - Deep Water Horizon was a man-made problem. The politics of accountability came in. Managing the interface between private sector and government made it more difficult.
- We find the challenge for interoperability is the funding model. The money is at the municipality level. How do we fix the funding model?
  - Building a system together is a more prescriptive model.
  - Get principles that everyone agrees with then work under unity of effort.
- How did the process work for changing the airspace coordination from the FAA to Tyndall Air Force Base? What were the obstacles?
  - The Haitian Earthquake response was the needed example that created the idea to take over the airspace.
  - Do not forget the airspace at any complex event.

MODERN DAY LEADERSHIP PANEL: HOW PREPARED ARE WE?

Summit recording link: [Modern Day Leadership Panel: How Prepared Are We?]

- ***Moderator*: Jim Schwartz**
  Consultant, advisor, and lecturer on public safety leadership, retired Fire Chief, Arlington County, VA
- **Michael Anzallo**
  Chief, Metro Transit Police
- **Robert J. Contee III.**
  Chief, Metropolitan Police Department
- **John Donnelly, Sr.**
  Chief, DC Fire and EMS
- **Dr. Christopher Rodriguez**
  Director, HSEMA
- **Christopher Stock**
  Chief (A), United State Park Police

Panel Notes:

- We want to start with each of the participants introducing themselves.
  - Chief Stock:
    - Acting Chief for the United States Park Police.
    - Provide law enforcement services for the National Park Services in New York, San Francisco, and DC.
    - Operate as any other agency but specialize in special events and demonstrations.
    - All planned events throughout the year help to prepare and build relationships so that create the ability to handle the no notice events like 9/11 or Air Florida.
  - Chief Donnelly:
    - Chief for DC Fire and EMS.
    - Primary provider of Fire and EMS in DC.

        - Answer roughly 200,000 calls a year, consisting of fire prevention, community education, and EMS.
        - Started as a volunteer at 15 and became a career fire fighter a few years later.
        - There is a need to continuously learn from our past experiences.
    - Chief Contee:
        - Chief of Police in DC.
        - Joined the department in 1989.
        - Focus largely on partnerships in the NCR to be ready to bring all needed elements together in a crisis.
    - Dr. Rodriguez:
        - Director of HSEMA
        - Gives thanks to Chief Schwartz for his actions on 9/11 and his mentorship.
        - Worked in the CIA and spent most of that time in the Counter Terrorism Center.
        - Spent time in NJ as the New Jersey State National Security Director, before coming to current position under Mayor Bowser.
        - HSEMA is here to help and be a force multiplier for first responders.
    - Chief Anzallo
        - Chief of Police for WMATA.
        - Previously DC Police for 29 years.
        - Second largest transit agency in the US.
        - Cover 1800 miles of tracks and bus routes.
        - Constantly work and train with partners throughout the NCR.
- Given that we are remembering the events of January 13, 1982, when the region was being blanketed by a significant snowstorm, a commercial jetliner hit the 14th Street Bridge and crashed in the Potomac River, at virtually the same time an underground metro train crashed into a wall at the Smithsonian Station, discuss what would be different if multiple large-scale events happened in the District or the NCR today.
    - Chief Contee:
        - The level of collaboration and communication that happens would be different.
        - During Air Florida there was no unified command.
        - On January 6th, collaboration was from an NCR perspective, and it was a holistic effort for the region.
    - Dr. Rodriguez:
        - Incident Command would be established at each of the events to report back up to one consolidated command center.
        - Generation of immediate situational awareness and resource awareness.
        - Policies and procedures are in place and for complex incidents like Air Florida.
    - Chief Donnelly:
        - Heavier response with more equipment and capability.
        - Communication with our community earlier would be necessary.
        - A better common operating picture would exist today.
        - Air Florida would be a dual jurisdiction response today.
    - Chief Anzallo:

        - From a law enforcement perspective, the response and training are very different.
        - A more structured response would occur today.
        - Advancement in technology allows the relay of more information very quickly.
    - Chief Stock:
        - The speed at which information is shared is much greater now than it was then.
        - Today a radio can switch to pretty much everyone else's channels to increase communication capabilities.
        - Communication with key regional partners would be seamless today.
- What is the biggest take away from the pandemic and what should we be doing now in anticipation of a future public health event?
    - Chief Contee:
        - People have much more capacity and resilience than originally thought.
        - Technology use needs to be maximized going forward.
        - Evaluation of current practices is needed see better ways to use technology.
    - Dr. Rodriguez:
        - People are resilient.
        - Anything is possible given transparency, intent, and resources.
    - Chief Stock:
        - Mitigating risk to those showing up to work was difficult.
        - Better balance is needed to maintain interpersonal relationships, but technology also needs to be utilized more in our day to day.
    - Chief Donnelly:
        - Previous contagious events allowed DC Fire to know how to contact trace prior to COVID-19.
        - There were huge expenses that were needed during the pandemic.
        - Communities and employees have lost confidence and trust. Understanding of the workforce is needed going forward.
    - Chief Anzallo:
        - The pandemic showed that relationships with other jurisdictions were extremely needed because resources were stretched thin.
        - The workforce will get sick but calls for service will not really go down.
        - Sharing of resources with regional partners is important during incidents like COVID-19.
- What topics have been added to your professional development programs in the last few years and why? Alternatively, where are you sending people for professional development? What are they bringing back to your department?
    - Chief Contee:
        - DC Police leaders must have and be refreshed on ICS training.
        - The Police Executive Research Forum (PERF).
        - Center for Defense and Homeland Security training.
        - There are many trainings that we are exposing managers to help with making better decisions.
    - Dr. Rodriguez:
        - Training budget has been tripled to reflect HSEMA's priorities.

        - Employees will invest themselves in the job if the organization is invested in their development.
    - Chief Donnelly:
        - Leadership is hard to teach.
        - Incident command has been down to the company level. This makes people responsible and able to learn from experience.
    - Chief Stock:
        - Emphasis on mental health and its awareness. Make sure the message of sound mind is pushed down.
- What technologies are you most interested in today?
    - Chief Anzallo:
        - Drones would help us to cover all of the metro tracks, but DC airspace makes it complicated.
        - Intrusion alarm could help with the awareness of someone on the tracks much more quickly.
    - Chief Contee:
        - Drones would have been useful in the April Sniper incident.
        - Drones could probably have worked in an Air Florida sort of situation.
    - Chief Donnelly:
        - AI has a role in assisting our dispatchers.
        - Next Generation 9-1-1
        - Technology that can deliver medical care or help people find medical care would also be very useful.
    - Dr. Rodriguez:
        - Investments and stakeholder input are being used to develop a common operating picture.
        - Predictive tools could be used to better help our first responders.
- How are you recruiting today? Are there attributes in candidates that you are particularly interested in acquiring? What are the biggest obstacles?
    - Chief Contee:
        - It is not about brawn but people who can think, and people who can relate and communicate with others.
        - DC Police are more educated, and this trend continues to be relevant.
        - People have more options, so how are the right people attracted?
        - Hiring bonuses, and housing allowances are currently being used.
        - Smart, community oriented, good judgement, and quick thinkers.
    - Chief Donnelly:
        - People who can do this and are resilient are needed.
        - Most people do not want to become firefighters.
        - Mental health must be addressed because younger people understand it.
        - People who are invested in health and fitness are needed as it is a long difficult career.
    - Chief Anzallo:
        - Problem solvers and people who are empathetic.
        - Women represent about 10% of each academy class. Sergeant and above is even worse with female retention. This needs to be addressed
    - Chief Contee:
        - DC Police are 23% women and intend to be 30% by 2030.
        - The Cadet program helps with this as 50% of cadets are women.

        - Young people look at work life balance differently than in the past.
    - Chief Stock:
        - Generational difference must be addressed.
        - New hires help us recruit.
    - Dr. Rodriguez:
        - People who are comfortable with change are desired.
        - Power to persuade and convene is important.
        - There are a large amount of women in HSEMA management but this took time.
- How do you unwind?
    - Chief Contee:
        - Family is very important.
    - Dr Rodriguez:
        - Take time to address mental health.
        - Daily exercise.
        - Having a great workforce to lean on.

CLOSING REMARKS – DAY 1

Summit recording link: Closing Remarks – Day 1

Charles Guddemi, DC SWIC

- Reviewed Welcome Remarks from Dr. Rodriguez and Vincent Delaurentis
- Steve Souder provided a recap of his experiences on the day of the Air Florida Crash.
- AMBER Alerts with John Bischoff III showed the importance of protecting children and how NCMEC plays a role.
- Disaster Day Panel review showed the incredible roles that the panelists played in the response to the Air Florida tragedy.
- Billy Bob Brown Jr. provided insight about ECD and context around the vulnerability of systems.
- Admiral Thad Allen shared his experience as a young Coast Guard rookie all the way up through his leadership in Katrina and Deepwater Horizon.
- The Modern-Day Leadership Panel covered the preparedness of today compared to 40 years ago. This covered COVID response, professional development, technology, and recruiting.

WELCOME REMARKS – DAY 2

Summit recording link: Welcome Remarks – Day 2

James Farley, Emergency Management Specialist, Interoperability Detail, DC HSEMA

- Excited to see the application of historical precedent when looking at what is happening in 2022.
- Reflected on his recent anniversary with his wife in New York City. The first thing they did was go to the World Trade Center and pray the "Fatiha", which is the Muslim version of the "Our Father" prayer to honor those who lost their lives.
- Everything at the summit is centered around life safety.
- Went over housekeeping rules for the day's events

Charlie Guddemi, DC SWIC

- Much of the summit is focused on the human factor, and it is addressed here through the option of having people sit at round tables in an overflow room that allows them to network.
- Networking on the blue-sky days is important so that introductions can be made before tragedy strikes.
- Building on what was covered during Day 1 of the Summit. What happened in the past and how that has impacted interoperability over time.

GAME CHANGERS- AFTER ACTION REVIEW: AN INTEROPERABLE COMMUNICATIONS PERSPECTIVE

Summit recording link: Game Changers- After Action Review: An Interoperable Communications Perspective

Charlie Guddemi, DC SWIC

- Different events over the years have benchmarked by Charlie to help him do his job better. Charlie recommends creating a list for yourself that will help you do your job better.
- The ecosystem includes Federal, State, Local, Tribal, and Territorial (FSLTT), but it also includes private sector partners.
- Primary, Alternative, Contingency, and Emergency (PACE) plans should be created and used.
- National Shared Challenges:
    - People and Organizations:
        - Build cultures of information sharing
        - Recognize the relationship between command and communications
        - Understand the long-term impact of communications failures on relationships
        - Prepare for sensory overload
        - Enforce radio discipline
        - Build and maintain trust with the public and the media during incidents
    - Plans and Equipment
        - Prioritize operational coordination for communications
        - Engage in PACE planning
            - Use priority communications services

        - Maintain effective radio caches
    - Include communications personnel in training and exercises
    - Develop plans for real-time storage and access of video, pictures, and other data
    - Implement encryption effectively without sacrificing interoperability
- Emergency Communications Ecosystem:
    - Public to Public – Public Interaction, e.g., social media, telephone calls
    - Government to Public – Alerts, warnings, and notifications, e.g., AMBER Alert, Emergency Alert System, Wireless Emergency Alert, evacuation orders
    - Government to Government – Incident coordination and response, e.g., radio communications, data exchange, joint planning
    - Public to Government – Reporting and requests for assistance, e.g., 9-1-1, 311, tip lines, alarms, face to face
- DC Sniper, 2002
    - 10 people dead over 22 days across the DMV region
    - Key Takeaways:
        - Recommend briefings for comms managers on large mutual aid responses to ensure personnel are oriented to comms practices and coverages locally
        - Field personnel also need training on use of equipment
        - Specific tactical communications plans were used effectively by different task forces to address interoperability challenges inherent to mixed teams
        - Encryption was necessary but limited federal to state/local interoperability
- Century 16 Movie Theater Shooting, Aurora, CO 2012
    - 12 killed and over 70 others injured
    - Century 16 Theater Key Takeaways
        - Communications difficulties between law enforcement and fire/EMS resulted in law enforcement transports of critically injured patients
        - Radio programming failed to account for the demands of a major incident; operators had to switch channels and not all radios were programmed the same.
        - Lack of training for police and fire (and in some cases dispatchers) impeded communications
- Christopher Dorner Manhunt, CA, 2013
    - After being fired in 2008. He went on a killing spree in 2013.
    - Key Takeaways:
        - Use of social media by the suspect led to rumor control and public information challenges
        - Major interoperability challenges throughout response from technical/coverage problems, training issues, and lack of planning; failure to prioritize communications put officers in grave danger
        - Manhunt resulted in a sustained complex multi-agency response across wide and remote area; there was no PACE plan and workarounds were crude
- Navy Yard, Washington DC, 2013
    - 12 people killed in a mass shooting style attack

    - Key Takeaways:
        - Strong partnerships between DoD installations and local first responders are critical when incidents require outside response support
        - Encryption is an important tool for law enforcement agencies that needs to be considered for interoperability pre-planning
        - Radio discipline and sensory overload both in the field and within the PSAP compounded the stress of the incident
- Hurricane Season, 2017
    - 6 major storms causing hundreds of billions in damages and killed thousands of people
    - Key Takeaways:
        - Impacted jurisdictions either had or created PACE plans on the fly leveraging everything from drones to satellite phones in attempts to restore communications
        - Including public utilities and private sector partners in training and communications planning is critical.
            - Radio training can help incoming mutual aid and private sector personnel
        - Alternate forms of communications like chat platforms (e.g., GroupMe) can supplement official communication and notification channels when they are overwhelmed or unavailable
- Route 91 Harvest Festival Shooting, Las Vegas, 2017
    - 58 killed and over 1000 injured.
    - Key Takeaways:
        - Radio congestion during the shooting from officers delayed reporting and recognition of the actual threat
        - Cell service congestion caused issues with the MDTs and left fire/EMS without some critical information
        - Command recognized the need for a communications plan and requested additional channels early on, ensuring Command, operations, branches, and divisions could communicate without overload
- Christmas Day Bombing, Nashville, TN, 2020
    - Bomb detonated at 6:30 AM destroying homes, businesses, and vehicles.
    - Key Takeaways:
        - Critical importance of PACE plans and strong Continuity of Operations (COOP) plans; hospitals, PSAPs, businesses, and residents were impacted for 3-6 days.
            - Single point of failure for communications and power within the system
        - Location of backup generators left them vulnerable to flooding; they were also inside the building which was a crime scene and therefore inaccessible.
        - Various alternates to 9-1-1 were published through the media (social media) to restore Public to Government communications.
- Issues with self-dispatching need to be addressed at the academy.
- There is a need to be ready for multiple events.
- Summary Takeaways:

- Tabletop exercises are meant to push the envelope in a low stress environment to make people ready for when a real event happens.
- Earpieces are low cost and life saving measure that helps operationally to hear and achieve the mission.
- On scene parking needs to be more disciplined because it causes gridlock.
- Continue to create and train on PACE plans
- Summary of Findings Chart included in the Appendix (Page 68)

Questions:

- How do we get message to the public when something goes wrong?
  - A panel later today will address that.
- I think we should focus on how we handle an incident after it happens rather than before.
  - There is a need to focus more on the steps taken after an incident. It may be hard to train but it is something that needs more attention.

SECURING TODAY TO ENSURE THE FUTURE: CYBERSECURITY CHALLENGES AND OPPORTUNITIES FOR THE EMERGENCY COMMUNICATIONS ECOSYSTEM

Summit recording link: Securing Today to Ensure the Future: Cybersecurity Challenges and Opportunities for the Emergency Communications Ecosystem

- ***Moderator*: Lindsey Parker**
  D.C. Assistant City Administrator – Internal Services Cluster, Chief Technology Officer, Office of the Chief Technology Officer (OCTO)
- **Suneel Cherukuri**
  DC OCTO, Chief Information Security Officer
- **Benjamin Gilbert**
  CISA Region III Cybersecurity Advisor
- **Scott Scheurich**
  NCR Regional Cybersecurity Coordinator

Panel Notes:

- Everyone should lean in to cyber, instead of being afraid to embrace it.
- There are 4 things to address before introducing the panelists:
  - Everyone is technical to some degree and should understand how important that system is.
  - You should be skeptical of anybody that says they can solve all of your cyber problems.
  - You are not alone. There are thoughtful partners who can help you with cyber needs.
  - Make sure technology team has a seat at the table.
- Ben Gilbert introduction, trends seen, and CISA resources:
  - Ben Gilbert:
    - Cybersecurity Advisor (CSA) for CISA. Introduces how CISA was formed and the goal of CISA. Discusses the CSA position and the hierarchy of the roles within CISA.
    - National cyber risk:

        - Ransomware is malware that encrypts your data and can only be decrypted with a key which is typically held as ransom.
        - Many attackers will steal as well as decrypt the data, requiring two payments. One for the decryption and one to not release the data.
        - Federal government advises everyone to not pay the ransom.
    - Multi Factor Authentication (MFA) is important and blocks majority of attacks.
    - Other top-level threats:
        - Advanced Persistent Threat Actors
        - Nation State Threat Actors
            - Example of SolarWinds attack from Russia given
        - Supply Chain Attacks
        - Operational technology or control systems attacks)
        - Attacks to external dependencies (third party suppliers/vendors)
    - CISA offers many things to help prevent cyber-attacks:
        - Coordination of response and resources
        - On the CISA Website: https://www.cisa.gov/cybersecurity
        - Assessments, ranging from strategic risk-based assessments to very technical assessments (e.g. vulnerability scanning assessments)
        - Cybersecurity Workshops
        - Tabletop Exercises
        - COOP and PACE Planning
        - Response Coordination side to assist asset owners in putting out the fire
        - Malware Analysis Lab
        - A number of others that are no cost to the requestors
- Scott Scheurich introduction:
    - Scott Scheurich:
        - Regional Cyber Security Coordinator for the NCR.
        - Helped build the CAD-to-CAD program for the Fire Service, as well as a cybersecurity service.
        - There is a regional group of Chief Information Security Officers (CISO) that meets monthly to discuss various cyber threats, concerns, and successes.
        - It is hard to get people to share their stories about mistakes or successes. A rapport must be built in order for people to open up on these topics.
        - A Cyber Tabletop Exercise was conducted in the NCR in January of 2022. The improvement plan template will be in the Appendix (Page 63).
        - "Cybersecurity is understanding, managing, and mitigating risk of your critical data being disclosed, altered or denied access." Cited Source: Life of a CISO
        - The NCR has developed the Identity and Access Management Service (IAMS).
            - The program helps to streamline login by using credentials that are used day in and day out to get to regional public safety applications.
        - Identity management is something to always take into consideration

        - All organizations should be part of the Multi-State Information Sharing and Analysis Center (MS-ISAC) for guidance and resources.
        - Other useful links:
            - CISA Website: www.cisa.gov/
            - Center for Internet Security Website: www.cisecurity.org/
            - National Capital Region Interoperable Communications Infrastructure Website: ncrnet.us/iams

- What is top of mind as a cyber leader in our organization, and what other tips of the trade should people walk out of here with?
    - Suneel Cherukuri:
        - Most bad actors think DC government is the Federal Government. CISA and regional partners help to defend against attacks.
        - Cybersecurity is "Risk based assessments toward what you are operating against tied together with common sense." This is important because no matter how much money is invested in the problem it does not always solve the problem.
        - When implementing solutions, DC OCTO considers the following:
            - What are the cyber implications?
            - The solution may not always be the most secure in the world.
            - It is a public safety problem more than it is a cyber security problem.
        - It is important to understand the business perspective and the cyber perspective.
        - Security and technology leaders are very cooperative with one another now and have the same sort of process for the most part when addressing risks.
        - A joint memo has been drafted through the City Administrator and the Chief Technology Officer to make DC stronger from a cyber perspective.
            - This memo is putting basic concepts in writing and putting some accountability to the agency.
        - Cyber has become very important to DC Leadership.
- This is a critical moment to restore and maintain trust in the government.
- Develop a baseline of current cyber resilience and risk, understanding of assets, the biggest vulnerabilities, and develop a plan.
- Do not be afraid of cyber, lean into it. Understand who in your organization plays a key role.

Questions:

- Suneel, how are you able to conduct the encryption for all LMR work that you have been doing when federal law says the airwaves are public property?
    - Suneel Cherukuri:
        - Both sides of the argument have points. Not everything will be always encrypted.
        - What makes sense to encrypt will vary from case to case.
- Ben, could you talk more about the Joint Cyber Security Collective?
    - Ben Gilbert:

- The Joint Cyber Defensive Collaborative (JCDC) is an effort started a year ago to form partnerships at an operational level.
- Effort to respond to cyber incidents in a coordinated manner. This really means that from the highest levels in the Federal Government what is the focus?
- Started by forming strong alliances with the top 22 technology companies.
- Look at the CISA website to see resources as well as reach out to your local CSA. They will be able to provide resources and connect organizations to the JCDC.

DEPARTMENT OF DEFENSE (DoD) ENGAGEMENT: ENSURING INTEROPERABILITY BETWEEN THE MILITARY AND THE NCR

Summit recording link: [Department of Defense (DoD) Engagement: Ensuring Interoperability Between the Military and the NCR]

- ***Moderator***: **Jim Schwartz**
  Consultant, advisor, and lecturer on public safety leadership, retired Fire Chief, Arlington County, VA
- **Major General Allan M. Pepin**
  Commanding General, Joint Task Force- National Capital Region (JTF-NCR) and U.S. Army Military District of Washington (USAMDW)
- **Colonel Joseph C. "Joe" Novario**
  Assistant Chief of Staff G-7, Area of Responsibility: Analytics and Communications Strategy, Marine Corps National Capital Region
- **Colonel Todd Randolph**
  Commander, 316th Wing and Installation for Joint Base Andrews- Naval Air Facility Washington, Maryland
- **Captain Grahame Dicks**
  Chief of Staff, Naval District Washington
- **Captain David O'Connell**
  Commander, U.S. Coast Guard Sector Maryland- NCR

Panel Notes:

- There is a huge military presence in DC, but it is not thought of as a military town usually.
- After 9/11 the Secretary of Defense assigned a military leader to interact with the civilian authorities to handle incidents.
- Introductions:
  - Major General Pepin:
    - Joint Task Force NCR Commanding General and United States Army Military District of Washington Commander.
    - Just before the current position Major General Pepin was Deputy Commander of United States Special Operations Command.
    - In this position there are 4 different roles.
      - Service requirements.
      - Readiness and support of homeland defense.
      - Defense support to civilian authorities.
      - Continuity of power and continuity of government responsibilities.
    - It is best to understand authorities, capabilities, and capacity of partners so that in crisis there is less time wasted on discovery.

- Colonel Novario:
  - Currently the G7, which includes engagement of Marine Corps NCR.
  - Prior to this Colonel Novario was the Plans Chief for the JTF.
  - The Marine Corps role in the NCR includes preplanned and coordinated events.
  - The main thing that the Marine Corp can offer is the Chemical, Biological Incident Response Force (CBIRF) that comes out of Indian Head.
  - A planning team is part of the JTF capability in and out of crisis.
- Captain Dicks:
  - Chief of Staff at Naval District Washington.
  - Prior to this, Captain Dicks was in command of Naval Support Activity Washington.
  - Captain Dicks' Commandant has the following roles:
    - Deputy to Major General Pepin for the JTF.
    - Regional commander for the Naval District of Washington.
    - Head of ceremonies for the Chief of Naval Operations.
  - Insulation support and resources is a major part of what the Navy brings to the JTF.
- Colonel Randolph:
  - Joint Base Commander at Joint Base Andrews (JBA), as well as the 316th Wing Commander at JBA.
  - JBA has multiple mission sets that are specific to the JTF NCR as well as the continuity of government with our rotary wing assets and fighter aircraft support.
  - Provide support as well as execution of the installation itself as a platform for 80 plus mission partners.
  - JBA is one of two wings under Air Force District of Washington. Joint Base Anacostia Bowling is the second wing under Air Force District of Washington.
- Captain O'Connell:
  - Commander for Sector Maryland NCR, which oversees Coast Guard operations of 11 statutory missions in MD and the NCR.
  - Federal Maritime Area Security Coordinator for Baltimore and NCR.
  - Background consists of mainly of commercial operations, maritime law enforcement, maritime operations, and homeland security.

- What is Joint Task Force National Capital Region and what role does it play with civilian authorities?
  - Major General Pepin:
    - 4 different hats:
      - General Court Martial Convening Authority
      - Senior Commander of 4 separate Army bases
      - Military District of Washington
      - Commanding General of JTF NCR
    - 9/11 spurred the creation of the JTF NCR as a central military organization to be a central node to communicate and coordinate DoD support inside the NCR.

        - Initially the JTF was focused on terrorism and natural disasters. Today there is also a focus on home grown terrorism, state sponsored terrorism, and state aggression.
        - Starting in April of 2021 the JTF became standing. This allows outreach and exercises that pull people in to operationalize the environment.
        - It is important assess vulnerabilities through exercises in order to be less reactive.
        - Exercises should realistic and it is helpful to have them be no notice. These help to show capability but also identify vulnerabilities.
        - Most of the Major General's staff is civilians, and their positions are stagnant, which allows for continuity and not having to re-learn lessons.
        - The military uses Command and Control. In civilian lead events the command wants to know capabilities and give the agency independence in executing.
        - There are 6 people in charge of the defend the homeland mission. They focus on:
            - What problems we might face.
            - What we can solve.
            - What we need help with.
            - Where our risks ultimately lie.
- We plan for things and develop capabilities, but if we do not pay attention to them overtime there is every possibility that they will degrade or our own understanding of execution wanes over time. I want to call that out because I think it is something that the military does well and the civilian side of things we tend to struggle with.
    - Major General Pepin:
        - At the NORTHCOM Commander Conference, the 4-star Commander had all the commanders under him briefing their capabilities, limitations, and gaps.
        - The JTF has an Initial Operation Force that was described during the conference.
        - In crisis you cannot ask for more resources and expect them to arrive quickly.
        - It is important to identify capabilities for various scenarios so that there is no discovery learning when an incident occurs.
- Talk about your specific organization and what you do as part of this larger system.
    - Colonel Randolph:
        - The helicopter squadron is a part of JTF no notice training, and this allows the squadron to practice alert posture so that they can respond as needed.
        - Support and sustainment of the installation is happening everyday by the engineers, emergency managers, firefighters etc.
        - Day to day JBA demonstrates airpower through distinguished visitor movements and executing diplomacy from elected leaders around the globe.
    - Captain Dicks:
        - Naval District of Washington support to the JTF NCR is not robust in the force we bring to the fight. This role is more headquarters support oriented.
        - It is largely about being ready to stage, support, and provide for any inbound forces.
        - Recently there was a shift of more resources toward supporting the JTF mission.

        - Increased partnerships to be better prepared in the NCR is a major focus.
    - Captain O'Connell
        - The USCG is a DoD force but also a law enforcement body. There is regular interaction with local law enforcement and fire and EMS.
        - The homeland defense mission is supported by USCG for defense by air, search and rescue capability, and oil and hazmat response.
    - Colonel Novario:
        - CBIRF is part of the Initial Operation Force for clean-up of chemical/biological attacks. Engineering capability for recovery in these incidents is also provided.
        - Installations are also provided, which can be used in situations like housing displaced people, bringing in supplies, bringing in additional forces, etc.
- Please explain the methods that the military uses to communicate with its civilian counterparts during a crisis – please also share what is done to ensure continuing interoperability and redundancy in communications.
    - Major General Pepin:
        - Military to military communication is pretty easy. Complications come with civilian communications. Is it a federal, or local agency?
        - PACE planning will help in all situations to address vulnerabilities. Working together on these standards is important because capabilities vary.
        - Information alone is useless. Start out with data but without validation or context it is not useful. What does this data say, and can it be validated?
        - Validating the data can lead to situational awareness, which allows for knowledge gathering. This provides needed information to make decisions.
        - The soldier on the ground will do what they are told, but it could be legally wrong. Therefore, knowledge and decision making are important to acting.
- We need to focus more on joint tabletop exercises to understand these boundaries so that we can deconflict these issues ahead of time.
    - Colonel Randolph:
        - Familiarity is also important to establish.
        - Civilian leaders need to be a part of exercises.
    - Captain Dicks:
        - Beyond tabletop exercises it is important to get first responders on the bases and military members off the bases to run through the problem set.
        - Building relationships, and understanding capabilities is extremely important. it is important to prove what can be done and identify gaps
        - Let it fail. Challenge the scenario. Make it difficult and let people struggle.
    - Colonel Novario:
        - One thing that can cut through barriers is a good Liaison Officer.
    - Captain O'Connell:
        - Relationships are extremely important.
        - The people evacuated in 9/11 were mainly evacuated by commercial operators.
        - The USCG focuses on keeping those operators involved so that they can be an asset in times of crisis.

- A lot is asked of our military and obviously the national security mission is paramount. So how do each of you as leaders ensure the readiness of your organizations to support and possibly integrate with civilian emergency services?
    - Major General Pepin:
        - First plan for the crisis, to assess where the vulnerabilities are. Then create an exercise to address the vulnerabilities.
        - Feedback from subordinates clarifies what needs to be addressed.
        - Repetitions help to condition communities to what they will be seeing if a crisis hits.
        - It is important to create plans and work through them so that subordinates know how to deconflict and know who is responsible for various things.
    - Colonel Randolph:
        - Regular programs to train on functional expertise are very important.
        - Work with those outside of the base to share trainings and keep each other efficient in case of a joint event.
        - Functional training and preparation need to be an ongoing relationship with civilian authorities.
    - Captain Dicks:
        - It is important to be ready through a training culture.
          People need to build a skillset through a cultural shift and be willing to embrace the red, to fix what does not work.

KEEPING THE LINES OF COMMUNICATIONS OPEN: PUBLIC TO GOVERNMENT AND PUBLIC TO PUBLIC

Summit recording link: [Keeping the Lines of Communications Open: Public to Government and Public to Public]

- ***Moderator*: Keil Green,** Chief Executive Officer, The Lafayette Group
- **Ross Coates**
  Public Safety Manager, Department of Emergency Services, Hartford County, MD
- **Heather McGaffin**
  Deputy Director, DC Office of Unified Communications
- **Carolyn Montagna**
  Director of the DC Metropolitan Police Department's Joint Strategic and Tactical Analysis Command Center (JSTACC)
- **Jennifer Richter**
  Partner and Chair of the Telecommunications, Media & Technology Practice, Akin Gump

Panel Notes:

- The ecosystem is like a hurricane of communications, where the eye of the storm has almost no communication but a few hundred feet away you have a ton of information flowing from person to person in many ways.
- I am going to ask that you each introduce yourself - Can you take 3 minutes each - tell us about who you are and where would fit into this topic.
    - Heather McGaffin:

        - Deputy Director of the Office of Unified Communications (OUC) in Washington DC.
        - Started in public safety at 16 as a volunteer EMT.
        - After finishing college started working at a 9-1-1 center as a call taker and worked up to Deputy Director.
        - Spent time as a consultant supporting national level 9-1-1 efforts to include Next Gen 9-1-1.
    - Ross Coates:
        - Started in emergency services 30 years ago as a 9-1-1 dispatcher.
        - Ross has been with his agency for 26 years and his current position for 15 years.
        - Is the Chief of Communications, but also the Chairman of Maryland Association of Counties Emergency Communications Committee.
        - The goal of the committee is to have communication, collaboration, cohesion, continuity, and consistency across the state.
    - Jennifer Richter:
        - Partner for the law firm Akin Gump in Washington DC.
        - Spent a lot of time in the wireless industry. First job for a law firm was to work in a wireless network practice.
            - Wireless networks did not really exist, and the first wireless licenses had been offered by the FCC.
            - Trying to get the licenses for companies.
            - Jennifer then acted as counsel for a wireless company to help build out some of the first wireless networks.
            - Continue to help develop the capability in rural communities across the country.
    - Carolyn Montagna:
        - Director that oversees the Metropolitan Police Department's Joint Strategic and Tactical Command Center (JSTACC).
        - JSTACC focuses on real time response as critical incidents happen.
        - There is a 24/7 crime center, analysts, and for large events the Joint Operations Command Center.
        - Analysts consist of investigative, crime, law enforcement, and strategic specialties.
        - Received an engineering undergraduate degree but switched to forensics and death investigation for her graduate degree.
        - Spent a year working cold cases, and then spent four years working for another large police department in their analytical intelligence team.
- How did we get where we are today from where we started 40 years ago?
    - Jennifer Richter:
        - The deployment of mobile telecommunications networks, development of mobile devices, and evolution of communications channels must be one of the most important catalysts for social change that has been seen.

        - People can now communicate with each other as well as first responders. How do we integrate all the many evolving technologies for public safety?
        - Communication continues to grow and present new challenges. Two of the major items that need to be addressed are:
            - There is a digital divide.
            - Funding for public safety systems.
- Can you talk a little bit about how you deal with that – I am thinking both about the flood of calls about a single incident and issues related to the caller's locations?
    - Ross Coates:
        - How do you prioritize calls from the same incident, two large incidents, or even a large incident and a small incident. How do we get the small incidents to the top of the que?
        - If it is on the border how do the two jurisdictions deconflict information seamlessly to get information to those who need it?
        - The evolution of communication is happening so fast, and it is hard to keep up.
        - Multiple incidents within a certain proximity are difficult to deconflict often.
        - Smart devices can provide location data which is helpful but not all have it.
        - Next Gen 9-1-1 promises better location data, which will help with deconfliction.
    - Heather McGaffin:
        - If Uber finds me and Dominoes can find me why can't 9-1-1? Those companies can use proprietary items to find people, but 9-1-1 is a service.
        - Figuring out the location is very difficult, and it is not readily available for 9-1-1.
        - The 9-1-1 industry is trying to manage the applications as well.
        - 9-1-1 is being managed on the technology it was created on.
        - Partnership and collaboration are very important due to the technological deficit 9-1-1 faces.
    - Jennifer Richter:
        - The inadequacy of location data is very important and affects many unequally.
        - Deaf and hard of hearing services have no location data. To the point that these people will not go out hiking on their own out of fear of running into an issue.
- One of the biggest changes that all of today's information technology has provided is the level of real-time analysis that takes place. Can you talk about the information that the JSTACC would be taking in during a major event?
    - Carolyn Montagna:
        - Even small events give information. MPD has many ways to provide information. Then the information is vetted no matter how limited it is.
        - DC provides a difficult landscape jurisdictionally, which needs deconfliction.
        - Interoperability for entities throughout DC is a major focus.
- Carolyn talked about social media. What has been the impact of social media on your call center.
    - Heather McGaffin:
        - Years ago, it was very hard to transfer 9-1-1 calls. Regionally it is one touch. Nationally though, a directory has been developed that will help to redirect these calls to the appropriate location.

        - Call takers are using investigative means to look into where people may be.
        - There is now an effort for 9-1-1 to monitor social media but staffing does not really allow for this to happen.
        - Its every center for themselves at the moment on how to handle social media.
- People calling expect you to have all the technologies that they have and that you will have solutions to all of these things. What is that like for call takers?
    - Ross Coates:
        - To get contact information that is current is a process when dealing with social media companies. Subscriber information is a little easier to get.
        - Time stamps indicate when something is posted but not when it occurs. Things from months prior can be posted as if they are happening right now.
        - The job has become very technical that it is presenting problems across the nation.
    - Carolyn Montagna:
        - Analysts vet this information which helps call takers and first responders in DC.
        - There is so much information coming through to the point where vetting and clarifying is not a simple task.
- Jennifer, are you looking into policy as it relates to social media?
    - Jennifer Richter:
        - A recent filing requested the FCC make modifications to their rules to enable the FCC jurisdiction over originating service providers who need to be part of the 9-1-1 system.
        - The focus was voice, but these over-the-top systems that provide different data than voice need to be considered.
        - The FCC is doing other things around 9-1-1. The Chairwoman is intent on having 9-1-1 call centers upgraded nationwide.
        - Spectrum auctions should set aside funding for upgrading these 9-1-1 centers.
    - Heather McGaffin:
        - 9-1-1 centers are often victims of cyber-attacks.
        - These legal pieces need to come into play to stop it and hold people accountable.
- Are the PSAPs ready to face the cyber issue?
    - Ross Coates:
        - 9-1-1 centers are as prepared as they can be, but there is room for improvements.
        - How do you block a telephone number form calling 9-1-1? Denial of service attacks are a huge issue.
- What is NG9-1-1 going to look like operationally?
    - Heather McGaffin:
        - More information from alarm companies and gunshot detection allows call takers to answer calls and texts that are still coming in.
        - Sending pictures or videos is extremely important to help get a holistic picture of what is happening, but this is still being built out.
        - NG9-1-1 puts call takers closer to the incident and gets more information to first responders.
        - Social media is helpful in getting the information out as well.

    - Carolyn Montagna:
        - Analysts are reviewing CCTV in the area to relay information to officers faster.
        - The process of receiving information, vetting it, and then pushing it back to the public is getting faster.
- With NG 9-1-1 call takers will have to see graphic images. Is this something you all are preparing for?
    - Ross Coates:
        - Legislation just passed that 9-1-1 specialists may be able to receive specialized treatment and support as needed.
        - With NG9-1-1 call takers and dispatchers must be prepared to see graphic things.
    - Carolyn Montagna:
        - Important to make sure those seeing graphic images are receiving the help and support that they need as well.
    - Heather McGaffin:
        - There is a telecommunicator reclassification toolkit out there to beef up our description for our hiring process.
        - 9-1-1 call takers are not in the public safety class.
        - Call takers are the first of the first responders but are not recognized as such and it affects the ability to recruit and retain.
- Is there any policy on remote call taking?
    - Jennifer Richter:
        - The deaf and hard of hearing translators worked from home in many situations but there is a huge expense associated with this.
    - Heather McGaffin:
        - Access to internet was a huge issue at home. Technology teams could send some home, but this was not common.
        - Some remote call taking took places, but no one did remote dispatching.
    - Ross Coates:
        - A project was undertaken to move call takers to remote so that they could keep working safely.
        - Experimenting with mobile 9-1-1 centers, as public safety broadband has made this much more feasible.
        - There is a heavy investment in equipment. In total it can be more than the house they are working out of.
    - Carolyn Montagna:
        - Collaboration and the ability to work with the large amounts of data is critical.
        - People needed to work at the JSTACC in order to make sure we were ready for an incident
- With PSAPs how do you interact with the media? Do they play a role or not at all?
    - Carolyn Montagna:
        - There is a close relationship with the media.
        - Analysts are also scouring social media for large scale events.
    - Heather McGaffin:

    - The TV is on, but the call volume increase is usually the best indicator.
    - Public Information Officers (PIO) work closely with the media so that the information can get out quickly.
- What is the single biggest advancement we have made, and the biggest remaining challenge?
    - Carolyn Montagna:
        - Technology is the answer for both of those.
        - JSTACC was created because of technology and data source advancement.
        - Technology is advancing quickly, and the public sector is struggling to keep up.
    - Jennifer Richter:
        - It is a challenge to have laws keep up with technology development.
        - Laws need to be reexamined to provide flexibility for first responders for certain situations.
    - Ross Coates:
        - Air Florida did not have the benefit of someone calling in that was on scene.
        - Today people who are on scene are relaying what they are seeing. This is priceless information for first responders.
    - Heather McGaffin:
        - Technology is global at this point.
        - 9-1-1 call takers have been given much more means and training to help people.

ANSWERING THE CALL: GOVERNMENT TO GOVERNMENT AND GOVERNMENT TO PUBLIC

Summit recording link: **Answering the Call: Government to Government and Government to Public**

- ***Moderator:*** **Keil Green**, Chief Executive Officer, The Lafayette Group
- **Mike Baltrotsky**
  Assistant Chief, Montgomery County Maryland- Fire and Rescue Service
- **Kim Kadesch**
  Director of the Office of the National Capital Region Coordination (ONCRC), FEMA
- **Donte Lucas**
  Bureau Chief, Joint All-Hazards Operation Center (JAHOC), DC HSEMA
- **Gabe Lugo**
  Deputy Chief of Public Affairs, DC HSEMA

Panel Notes:

- This panel talks about how the government talks to the public and the media to let people know what is going on.
- Introductions:
    - Mike Baltrotsky:
        - Assistant Chief in charge of Technology in Montgomery County.
        - Chair for the NCR Public Safety Communications Sub-Committee.
        - Program Manager for the NCR Communications Interoperability Group, which is also known as the Radio Cache.
    - Kim Kadesch:

        - Director of FEMAs Office of NCR Coordination.
        - 34 years in the Army and joined FEMA in 2008.
        - Office was formed to coordinate due to 9/11.
        - The threat in the NCR is unlike any others and suffers from "Tyranny of Complexity."
    - Donte Lucas:
        - Emergency Operations Center (EOC) Manager for HSEMA.
        - Acting Bureau Chief for Situational Awareness Bureau in HSEMA. This position provides oversight for the JAHOC.
        - JAHOC is a 24/7/365 operations center where partners are collocated throughout the area and it is focused on situational awareness, incident management, coordination, and resource support.
        - JAHOC collects, analyzes, vets and disseminates information among residents and businesses.
    - Gabe Lugo:
        - Deputy Chief for External Affairs at HSEMA, this position is akin to a PIO.
        - Serve as advisors to the Mayor's Communication Team as well as the public.
        - Public alert and warning buys time to develop talking points and more strategy around communications.
        - If information is not out quick, the narrative may be lost.
- So same as the last panel, let's talk about how things have changed since Air Florida in 1982. I know that is a lot to ask but let's start with the view from a first responder. Chief can you talk about what would be the same and what would be different in how you would respond and communicate today? Panel?
    - Mike Baltrotsky:
        - Since 1982, the only thing that has not changed is that the primary form of communication for first responders is LMR.
        - The ability to communicate effectively has changed for the better. Encryption, and trunk communications change how and where first responders talk.
        - Collaboration is key in making sure our first responders can talk to each other.
- Kim - none of this works very well unless there is coordination, and this region with so many agencies at all levels of government presents huge challenges in that respect. Can you talk about all that the Office of the National Capitol Region Coordination has done to support preparedness? Panel thoughts on coordination efforts?
    - Kim Kadesch:
        - How do we measure success? It must be done by the quality of the relationships and be value added to what is going on.
        - What do we need to make the NCR prepared and resilient? We hope to represent this view in all our forums.
        - Not knowing important people in the NCR is very concerning. Inclusion of all of the best people from the region is very important in creating a solution.
        - A report of the NCR readiness is prepared yearly and includes advocating for resources to close gaps.
        - Being in these regional forums helps to understand all contexts that exist, and in connecting people in the region to make a more collaborative environment.
- Donte – What is it like in watch center?
    - Donte Lucas:
        - There is a lot of energy, coordination, and communication.

        - Partners and open-source research to source information is the best way to get information quickly.
        - First focus is vetting the information so that false information is not used. Once vetted, the data must reach certain thresholds and if it does, the information is disseminated to various audiences.
        - Gabe and his team help to send information through alternative means like Alerts and Warnings.
- How long until you hear from the media after an incident? How long does it take to respond?
    - Gabe Lugo:
        - It happens very quickly, and everyone in the community can provide information.
        - Social media is very important to understand what is going on. Media has access to all of this, and they use it as well.
        - Leadership has access to this information, and it drives internal and external interest in what is going on. Public alert and warning buy some time to gather information and create talking points.
        - Important to build relationships on blue sky days so that there is trust.
        - Situational awareness is vital. Involve your PIO as often and early as you can. It allows messaging to move much more quickly.
- Is the overload on PIOs during a large-scale event something that the NCR has been working on?
    - Kim Kadesch:
        - One important group is the ESF around Public Affairs and they meet once a month. PIOS from the region both local and federal are involved.
        - This is a great network of understanding to share information, and partner on exercises.
        - First hour checklist talks about what is needed to be put out within the first hour of an incident, to let people know what is going on.
    - Gabe Lugo:
        - One thing unique to the NCR is the understanding that it is a collaborative environment. Formal and informal relationships are made to have each other's backs during incidents.
        - Making it so that the PIO does not have to hunt the information down is very important in building the relationship.
- When I send out an email to 100 people, I read it 3 or 4 times. When you are sending something to thousands of people, what is the process like?
    - Gabe Lugo:
        - Failure is not an option in that regard.
        - The smallest mistake can erode the public trust and create worse situations.
    - Donte Lucas:
        - It is a stressful environment where these are written and reviewed. There will always be some level of human error and there are efforts to minimize this.
        - The peer review process makes it so no one can write, review, and send information without a counterpart.
        - Templates are often used so that errors are minimized.
- How does technology fit into a response today when we look past LMR?
    - Mike Baltrotsky:
        - The Internet of Things has changed everything. These technologies were not available until today.
        - Cellphones have become so important and are used by almost all first responders.
        - Technology will enhance responses and continue to be important moving forward.

        - Save rates are much higher today because of technology.
- How do we get everyone on the same page with how to communicate?
    - Kim Kadesch:
        - The pandemic forced everyone into new ways to communicate.
        - It is not just about technology. Interoperability is an environment that should be lived in.
        - Planning is key to understanding what ways of communicating will work best for each situation.
- What are the complexities with bringing NCR jurisdictions together during an event?
    - Kim Kadesch:
        - Relationships are so important because you need to know who needs to be involved and how they need to get there.
        - Routine exercises like NSSEs allow everyone to operate in the same environment which helps understanding around who needs to be where.
        - Understanding authorities is key. What is their mission and what can they do?
    - Mike Baltrotsky:
        - Who is the jurisdiction with authority?
        - Do not let this stand in the way of mitigation, or messaging, but make sure it is known.
- How do you coordinate responses from the Alerts and Warnings side or the media side?
    - Donte Lucas:
        - From the watch center, the concern is centered around law enforcement-based events, so that nothing from the watch center interferes with the operation.
        - A Liaison Officer from MPD helps to make sure messaging is appropriate and one that we have buy in for the messaging.
    - Gabe Lugo:
        - Emergency communications are inherently political.
        - Getting lifesaving resources out is rarely politicized.
- Let's finish with the same last question from the last panel. What is the single biggest advancement and biggest remaining challenge in your area since Air Florida?
    - Mike Baltrotsky:
        - Biggest challenge is securing communications. There are people trying to gain access to information before PIOs can put it out.
        - Mitigating an incident in the least destructive manner is the main goal.
        - Collaboration in the NCR occurs more here than anywhere else in country.
    - Kim Kadesch:
        - The biggest change is the speed in which data moves.
        - Two big challenges are:
            - How to harness AI to be better emergency managers, predictors, and leaders?
            - How to maintain the relationships that have been developed?
    - Donte Lucas:
        - Technology is the biggest challenge to overcome.
        - Diversity is another big challenge. If you don't understand the community before you enter it, you lose trust and valuable time in building the relationship.
    - Gabe Lugo:
        - The volume of information creates an issue. The noise can cause a paralysis.
        - Information flows through everyone very quickly. Volume and speed increase affects our operational environment.

Questions:

- Let's say an EMP Bomb is dropped over the NCR what is the PACE Plan?
  - Kim Kadesch:
    - One of our vulnerabilities is electronic failure through jamming, or EMP.
    - Planning for these things is necessary but difficult.
    - How do you devolve if necessary?
  - Mike Baltrotsky:
    - Train people to do their jobs. Train them to do this in despite technology failures.
    - Some leaders are working on getting back to the simple things to be able to communicate.

CLOSING REMARKS – DAY 2

Summit recording link: Closing Remarks – Day 2

Charlie Guddemi, DC SWIC

- The Game Changer after action review established the District Interoperability Strategy to ensure Connectivity, Coverage, Situational Awareness (Common Operating Picture), and Cybersecurity.
- The Cyber Panel showed that risk cannot be eliminated just reduced. Multi-Factor Authentication (MFA) will deal with most cyber-attacks. Include IT to increase engagement and security.
- JTF NCR is in a better position to provide assistance in a post January 6, 2021, world. They still need legal requirements to help but they have more latitude to help. Unified training opportunities are a focus and something that will help going forward.
- Keeping the lines of communication open showed that the digital divide still exists across the nation. PSAPs are having a difficult time keeping up with technology. How do we deal with technology challenges as we develop NG9-1-1?
- Answering the Call showed that LMR is still king. There is a benefit to technology development for first responders, but it also presents new issues. The importance of coordination and bringing people to the table.

KEY TAKEAWAYS

Prepare/Plan

- Conduct Worst Case Scenario Planning: Prepare a plan that is the worst-case scenario, then after you become well versed in that, make it worse.
- Incorporate Cyber: When creating plans to address risks, make sure you address the cyber risk by giving your IT and cyber partners a seat at the table.
- There is No Silver Bullet or Perfect Technology: You cannot implement a system, or technology that will fix all interoperability problems that you may have, but rather you must work with partners who have the needed knowledge to create a plan with the fewest risks that is still functional.
- Learn From the Past: Use the success stories and the failures of our past when preparing for future incidents. You can learn a lot by reviewing after actions from previous incidents and disasters.

Build Relationships

- Build Relationships on Blue Sky Days: Ensure you are establishing and building relationships with all needed partners prior to an event occurring. Once an event occurs it is too late to begin establishing trust, knowledge of capabilities, and the rules that the partner must follow to help.
- Build the System Together: Establishing a working relationship where both parties are working collaboratively toward the same end goal is key to creating a solution that satisfies the most stakeholders possible.
- Understand Your Environment: In many places, but specifically the NCR, jurisdictional boundaries can create for a confusing place to operate. Ensure you are working with all partners to understand where their area ends and yours begins, and when need be, work to establish memorandums to close the gaps.

Train & Evaluate

- Training: You need to practice how you are going to play. It is important to train regularly and in new ways. Specifically, it is important to train around the plans that you have developed.
- Evaluate: After training on an exercise understand where your deficiencies are, and how you may be able to address them. Then make a new scenario that will test you on that deficiency.
- Remember Human Factors: While technology is going to continue to advance faster than the government can keep up, we need to remember that the humans behind the technology also need to be addressed.
- Devolve: Work on training that incorporates going back to basics and working without the newest technology. If you need to function without the technology due to an incident, you need to be prepared to do this seamlessly.
- Train with Partners: Work with your partners on joint trainings. This will help to clear up miscommunications, and gaps while helping to show what each other brings to the table. This will help get rid of the mystery should an incident occur that requires a joint response.

APPENDIX:
SURVEY RESULTS

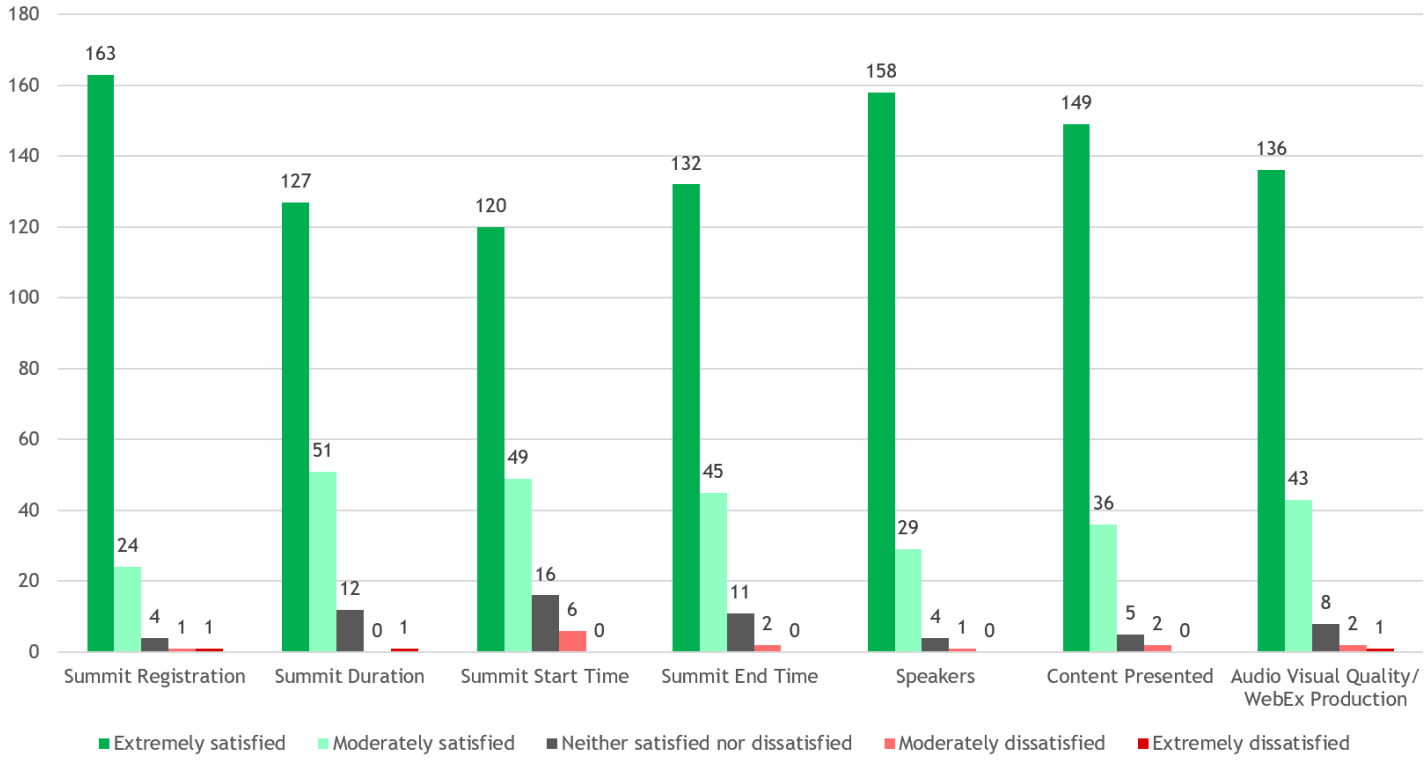
2022 District of Columbia Interoperability Summit: 40 Years of Building the Interoperable Emergency Communications Ecosystem

Survey Results as of September 20, 2022

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

Question 1: Please rate your level of satisfaction with the following aspects of the Summit (1:low - 5:high)

Extremely or Moderately Satisfied: 94.25% **Neutral: 4.48%** **Extremely or Moderately Dissatisfied: 1.27%**

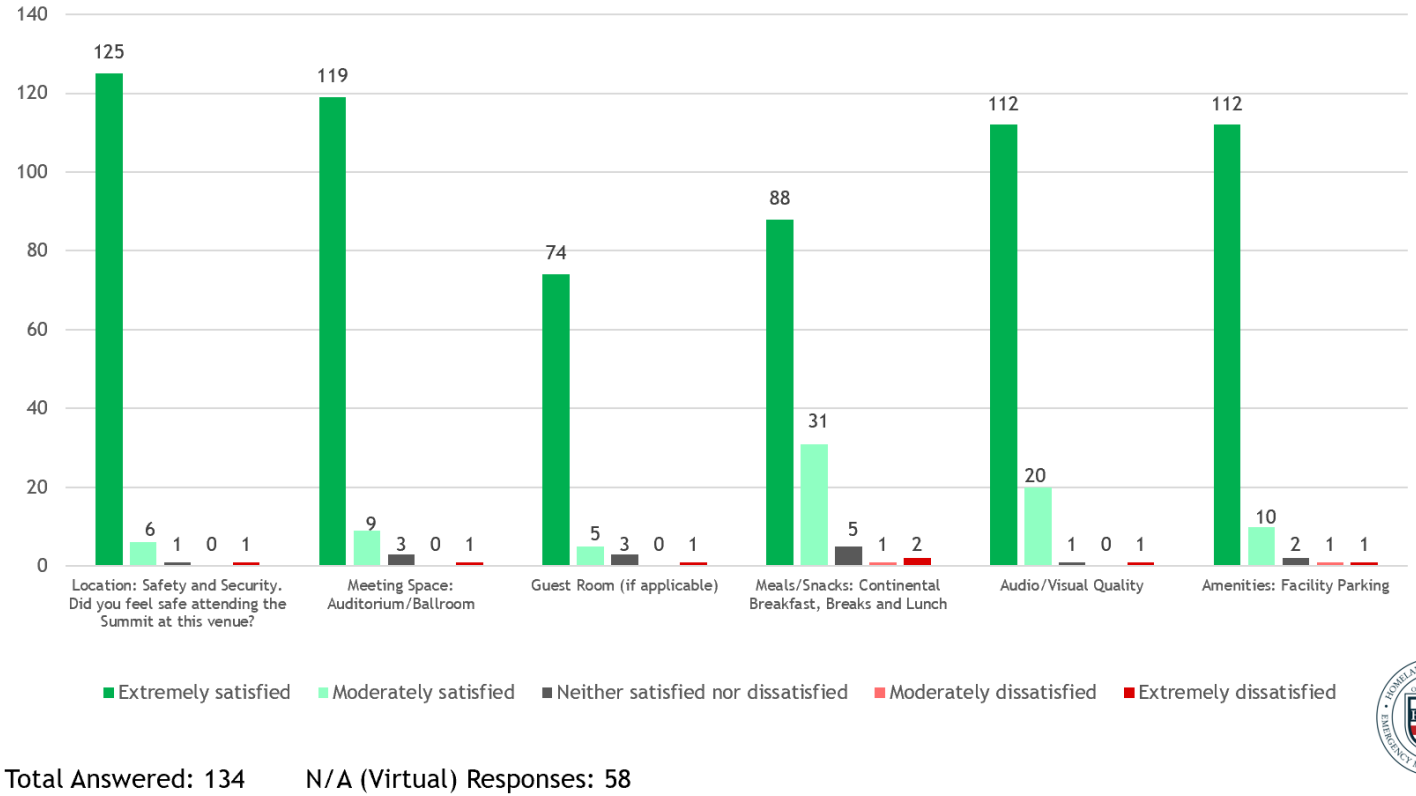


Answered: 193

40 Years of Building the Interoperable Emergency Communications Ecosystem

Question 2: For those that attended the Summit in person, please rate your level of satisfaction with the Venue: Kellogg Conference Hotel at Gallaudet University (1:low - 5:high)

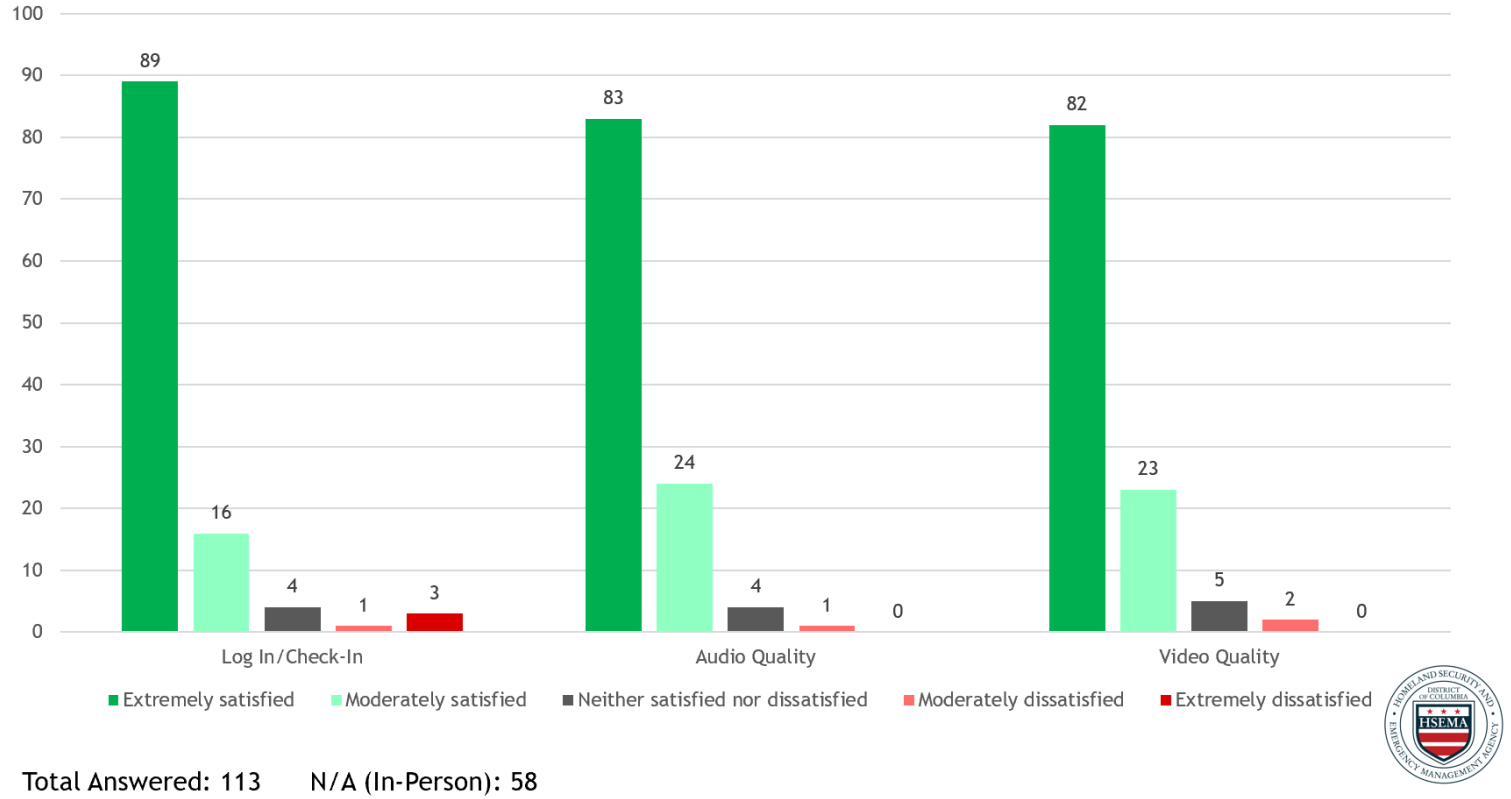
Extremely or Moderately Satisfied: 96.73% **Neutral: 2.04%** **Extremely or Moderately Dissatisfied: 1.22%**



Total Answered: 134 N/A (Virtual) Responses: 58

Question 3: For those that attended the Summit virtually, please rate your level of satisfaction with the virtual experience: (1:low - 5: high)

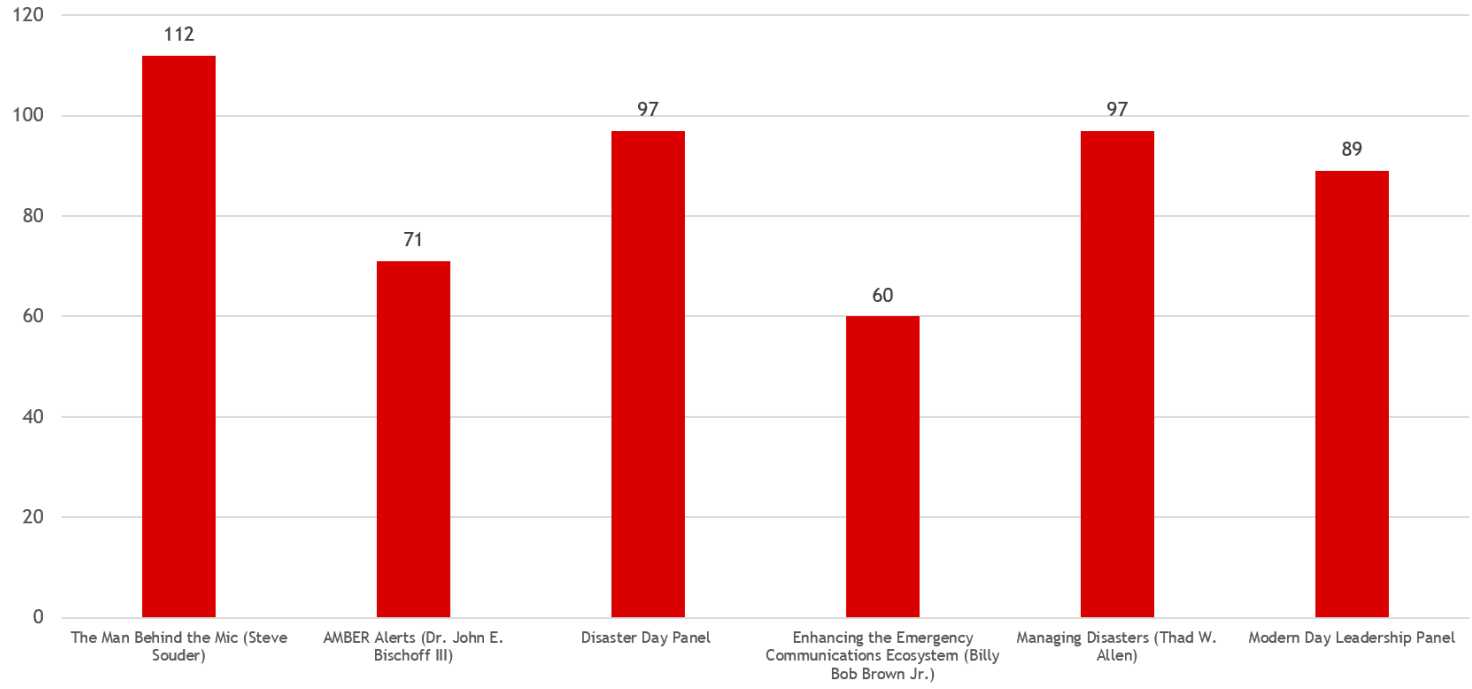
Extremely or Moderately Satisfied: 94.07% **Neutral: 3.86%** **Extremely or Moderately Dissatisfied: 2.08%**



Total Answered: 113 N/A (In-Person): 58

Question 4: What part of the Day 1 Summit was most valuable? (Select all that apply)

Most voted of Day 1: The Man Behind the Mic - DC Fire and EMS Dispatcher on Duty for Air Florida Crash and the Metro Train Derailment (Steve Souder)

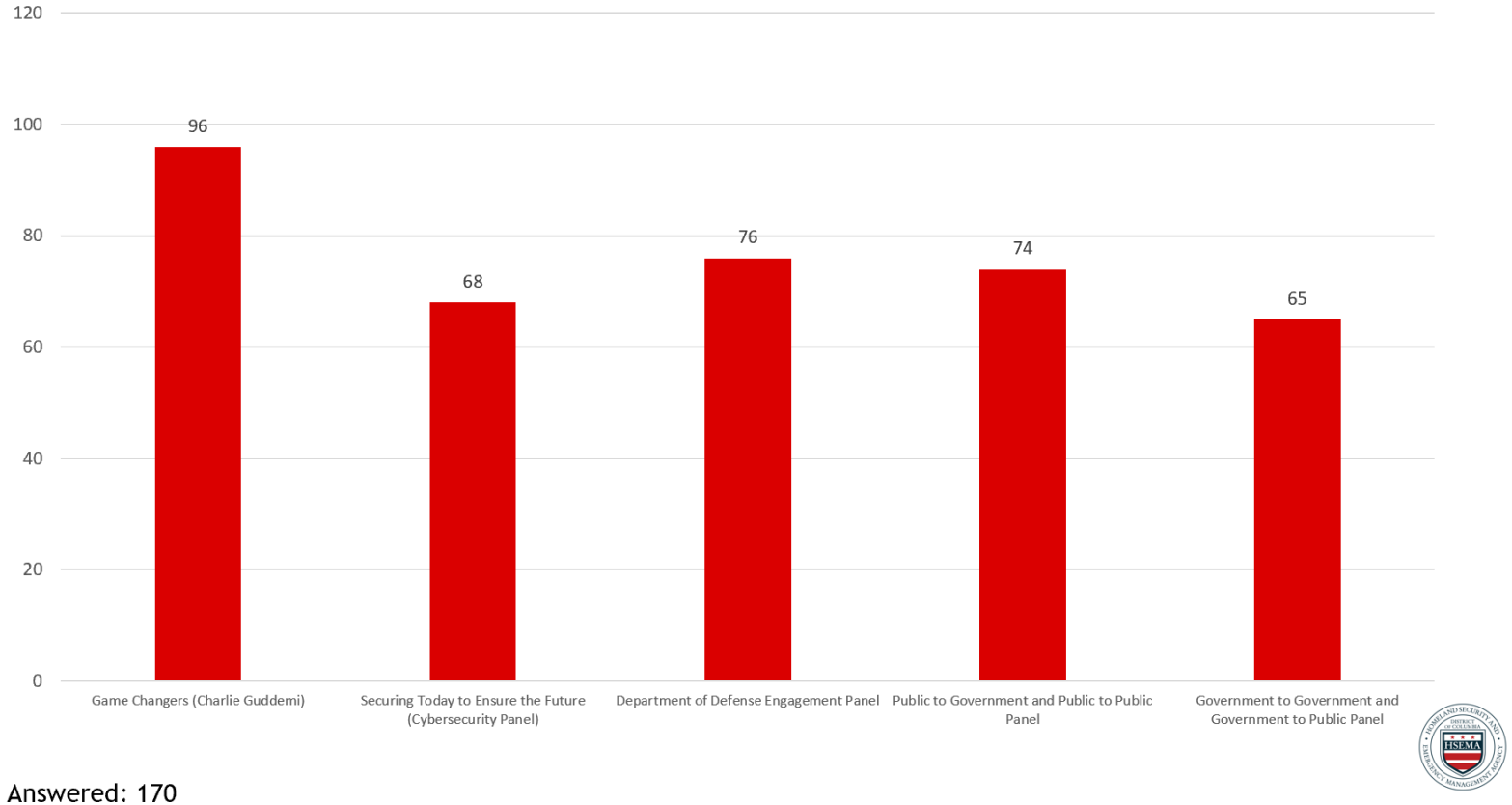


Answered: 186

40 Years of Building the Interoperable Emergency Communications Ecosystem

Question 5: What part of the Day 2 Summit was most valuable? (Select all that apply)

Most voted of Day 2: Game Changers After Action Review: An Interoperable Communications Perspective (Charlie Guddemi)



Answered: 170

Provide feedback on what was most valuable about the selected session(s)

A sampling of responses has been gathered below:

"Everything was truly a great learning experience. Whether it was the history and beginnings right through the evolution to what things are today." (Day 1)

"Admiral Allen was great. Valuable comms advice from someone who managed long-term critical incidents at a national level." (Day 1)

"Learning more about interoperability and how agencies (gov/civ) work together to get better situational awareness was extremely helpful. I'd love more regarding other systems agencies use for interoperability (communications, video, intra/internet, etc.)" (Day 1)

"It was impactful to understand the challenges of interoperability and the strides that have been made. It points in the direction we need to go." (Day 1)

"The Game Changers AAR was absolutely amazing. THIS is what the next summit should focus on!" (Day 2)

"Charlie's opening after-action review was the highlight of the day for me. The panel on DOD/NCR openly addressed some questions that I had about the level of communication and cooperation." (Day 2)

"Getting a better understanding on how the military operates alongside the District of Columbia. Also getting a good look at how the District has prepared itself in the case of a cyber security incident was enlightening and informative as well." (Day 2)

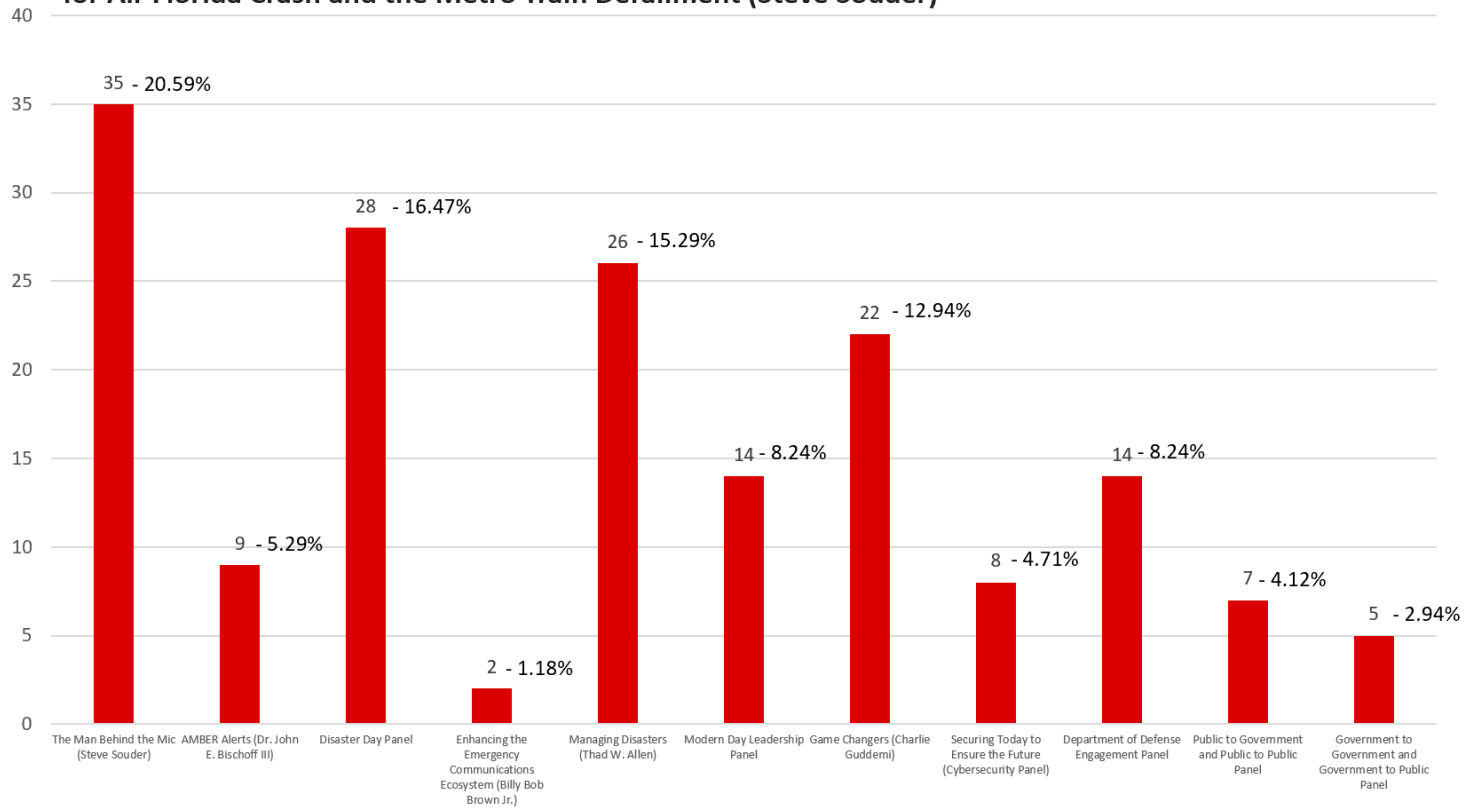
*compiled responses edited for length and clarity

Answered: 46

40 Years of Building the Interoperable Emergency Communications Ecosystem

Question 6: Please select the presentation that you found most interesting. (Only one choice allowed)

Most voted of the Summit: The Man Behind the Mic - DC Fire and EMS Dispatcher on Duty for Air Florida Crash and the Metro Train Derailment (Steve Souder)



Answered: 170

Question 7: Please provide feedback on why you found this presentation to be the most interesting.

A sampling of responses has been gathered below:

"Applicability of "What's past is prologue" and appreciation of how history sets the context for the present/future!" (Disaster Day Panel)

"Steve is a legend and has done so much for operability and interoperability for the NCR" (Man Behind the Mic)

"These are the leaders who set the tone and direction for the regions public safety community and it was great to have them together and speaking candidly." (Modern Day Leadership Panel)

"High-level leadership insights from someone who laid it on the line." (Managing Disasters with Thad Allen)

"We have to learn from previous mistakes and build a culture of resilient communications systems." (Game Changers)

"I'm in IT so this really resonated with me. I liked all the presentation, but having these IT folks augment the public safety speakers/teams was a really good addition (for me)." (Cybersecurity Panel)

"Learning more about interoperability and how agencies (gov/civ) work together to get better situational awareness was extremely helpful. I'd love more regarding other systems agencies use for interoperability (communications, video, intra/internet, etc.)" (DoD Panel)

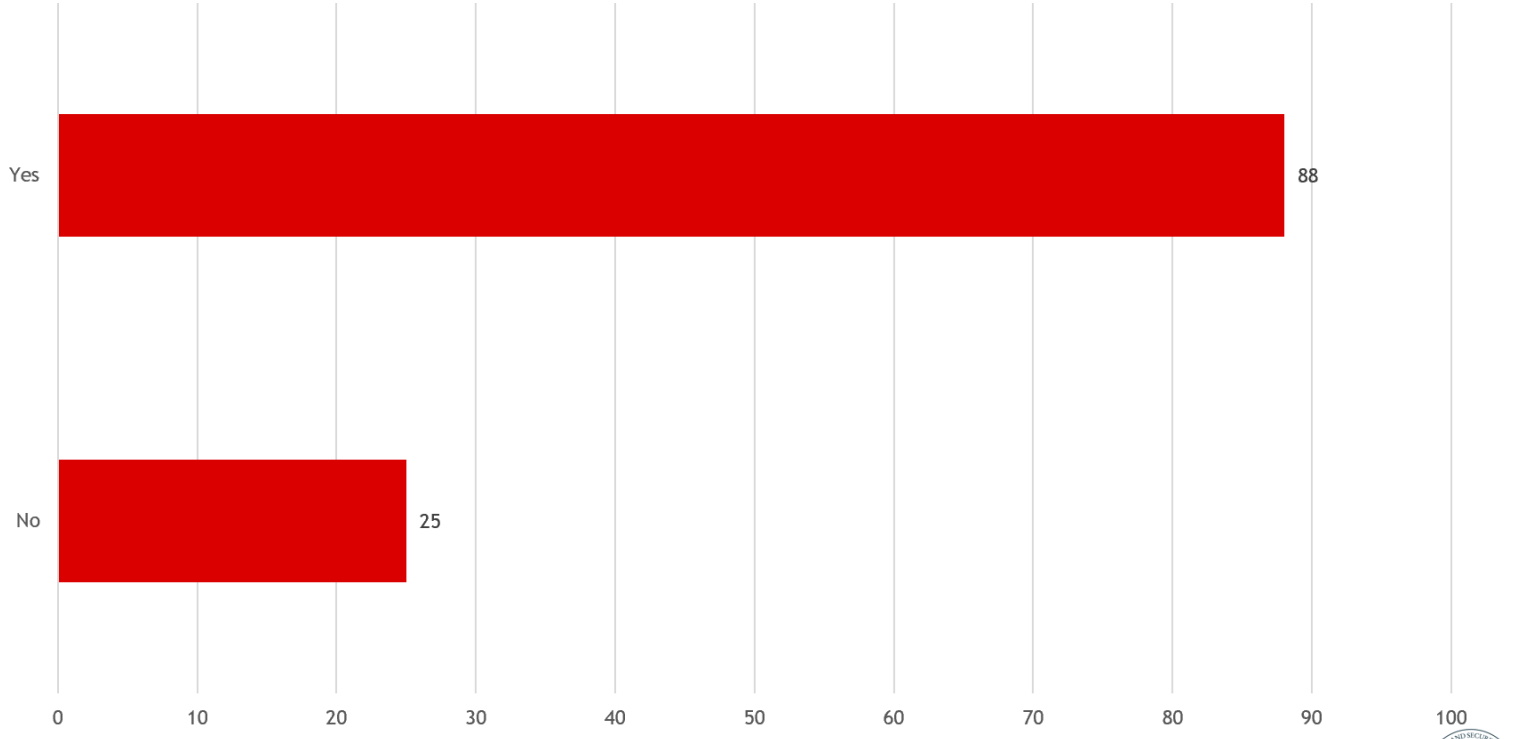
"Never knew how Amber Alerts came to be. This was very enlightening." (AMBER Alerts)

*compiled responses edited for length and clarity

Answered: 90

Question 8: Is there anything you are planning on taking to your home agency that you learned from any session listed in the previous question?

78% of respondents plan on bringing something they learned from the Summit to their home agency



Answered: 113

Question 8: If yes, please explain below:

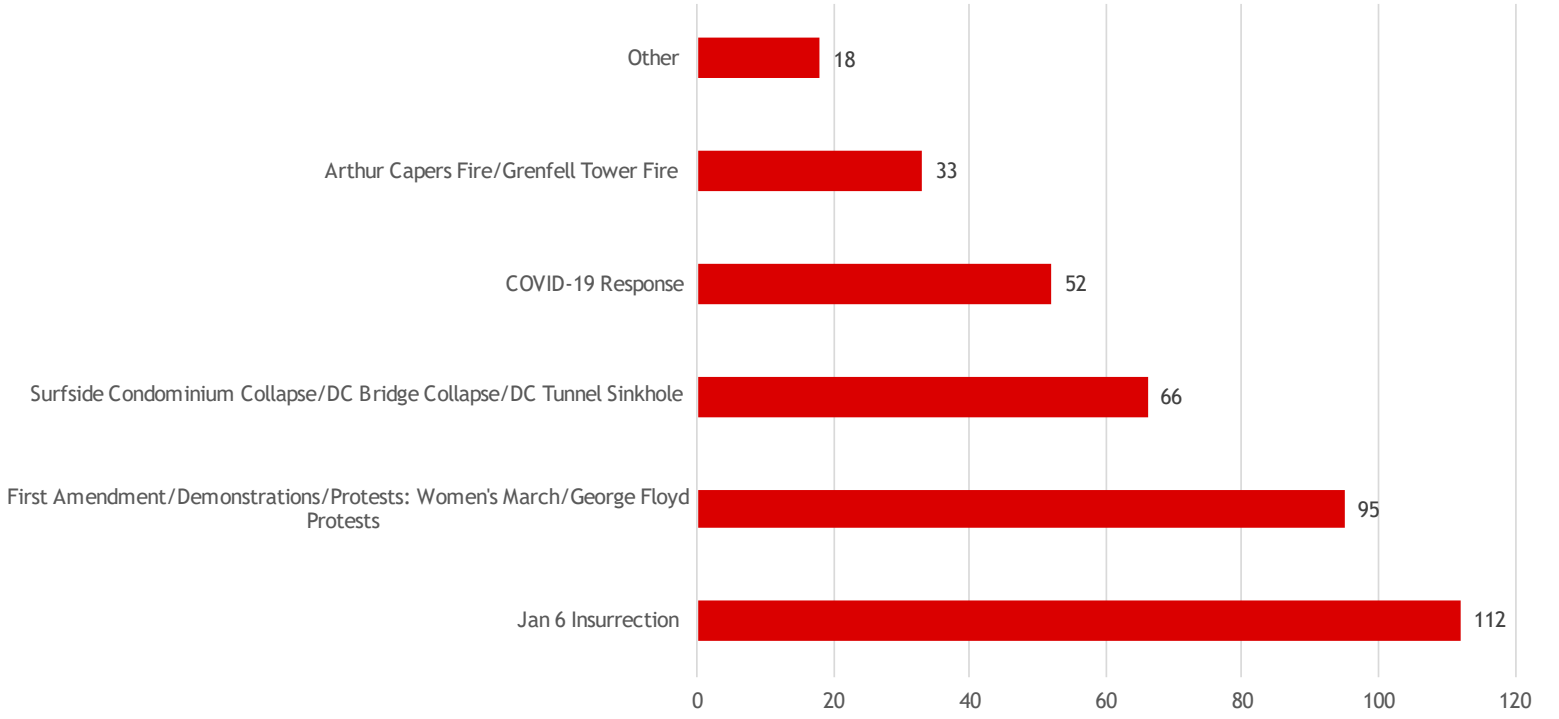
Some of the themes from the compiled responses can be found below:

- **The Importance of PACE Planning**
- **Sharing important lessons learned with their team to enhance their communications capabilities**
- **Better leverage the technology and training we have available to improve our capabilities and be better prepared.**
- **Ensuring Continuity of Operations Planning is up to date**
- **Being more mindful of AMBER Alerts and their capability**
- **Relationship building**
- **Developing emotional intelligence for individuals and the team overall**
- **Improve technology capabilities to better serve first responders and the community as a whole**

*compiled responses edited for length and clarity

Answered: 66

Question 9: For future Summits, what incidents, or events would you like to see headlined?



Answered: 176

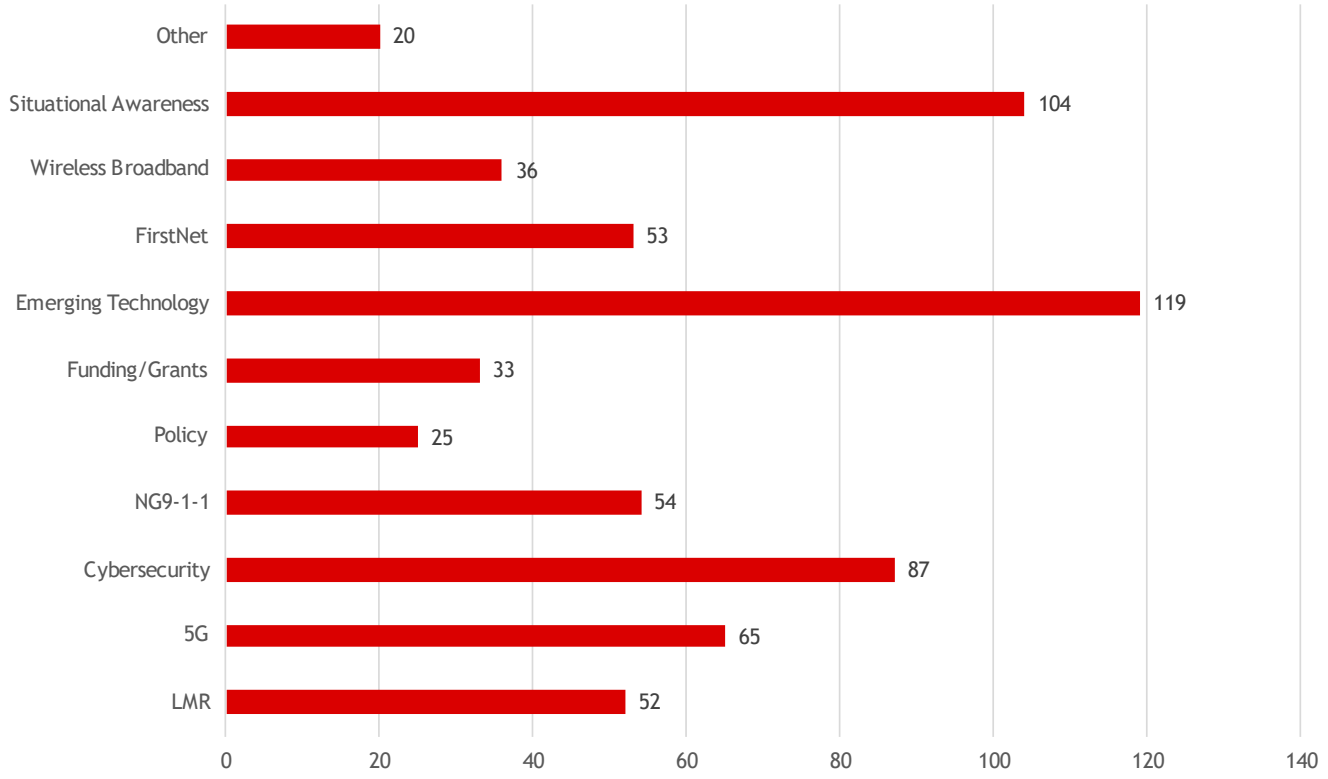
Question 9: For future Summits, what incidents, or events would you like to see headlined?

Other

Note: The following graphic is a "Word Cloud." The graphic details how frequently a word was referenced based on its size. This means that the larger the word the more often it was used in the recorded responses.

Answered: 16

Question 10: What topics would you like to see covered in future Summits? (Select all that apply)



Answered: 183

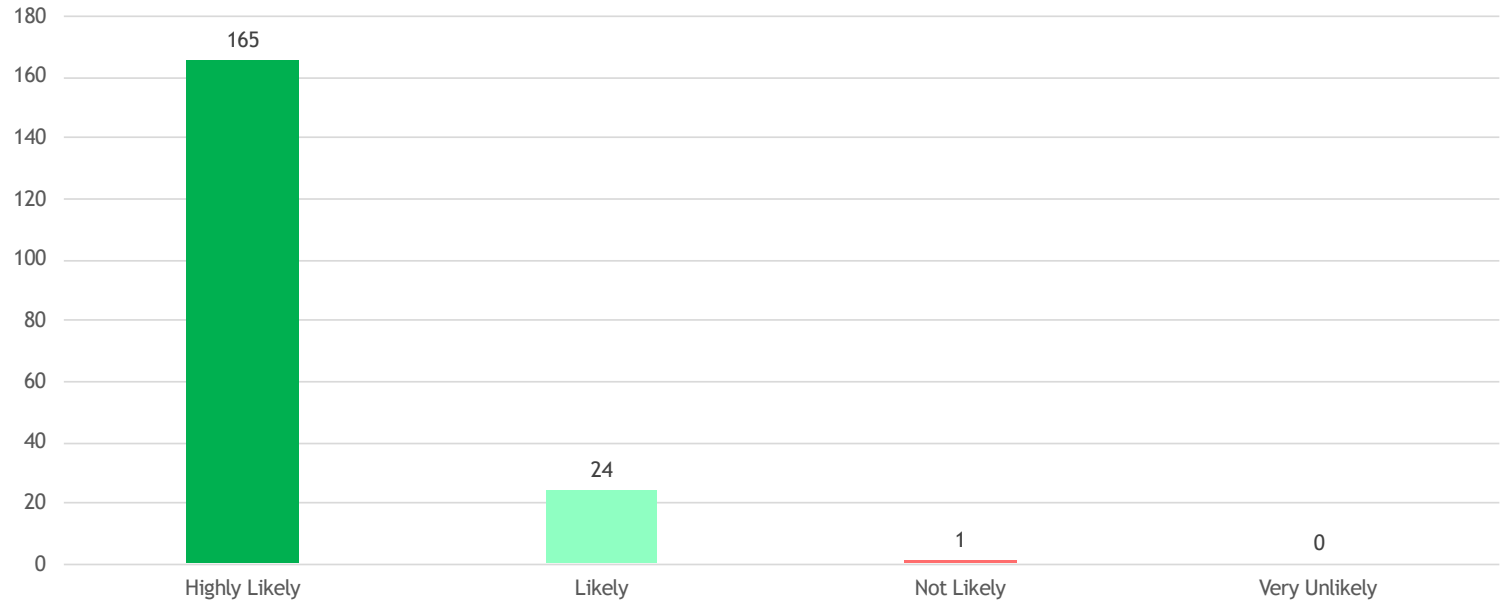
Question 10: What topics would you like to see covered in future Summits?

Other

Answered: 20

Note: The following graphic is a "Word Cloud." The graphic details how frequently a word was referenced based on its size. This means that the larger the word the more often it was used in the recorded responses.

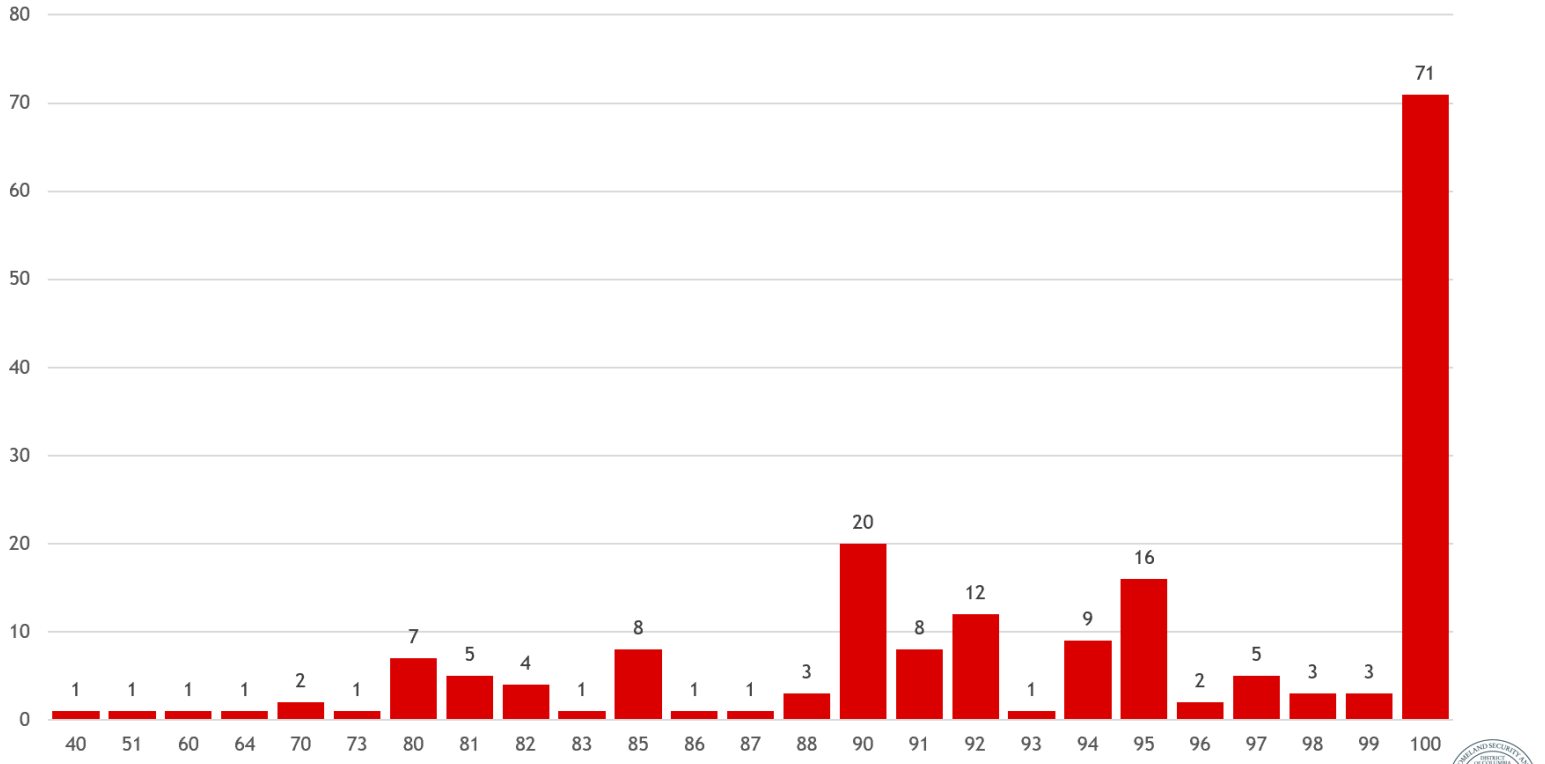
Question 11: How likely are you to recommend this Summit to a friend or colleague?



Answered: 190

Question 12: How satisfied were you with the 2022 Interoperability Summit? (1:low - 100:high)

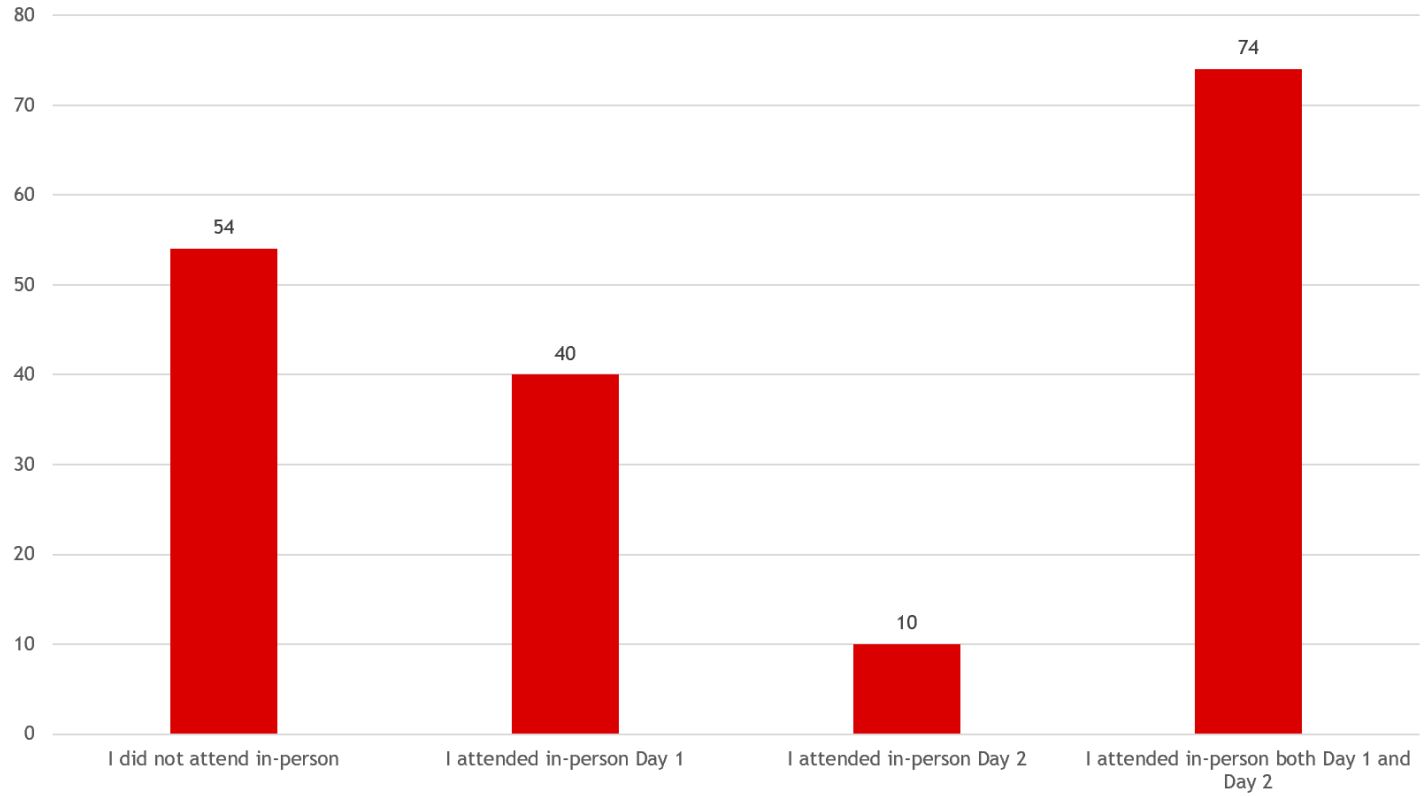
Minimum: 40% (1) **Maximum:** 100% (71) **Average:** 92.98% **Mode:** 100% (71)



Total responses: 188

Question 13: Please let us know if you attended the Summit in-person, and if you did, which days did you attend in-person?

70% of survey respondents attended the Summit in-person one or both days.



Answered: 178

Question 14: Please provide any additional input

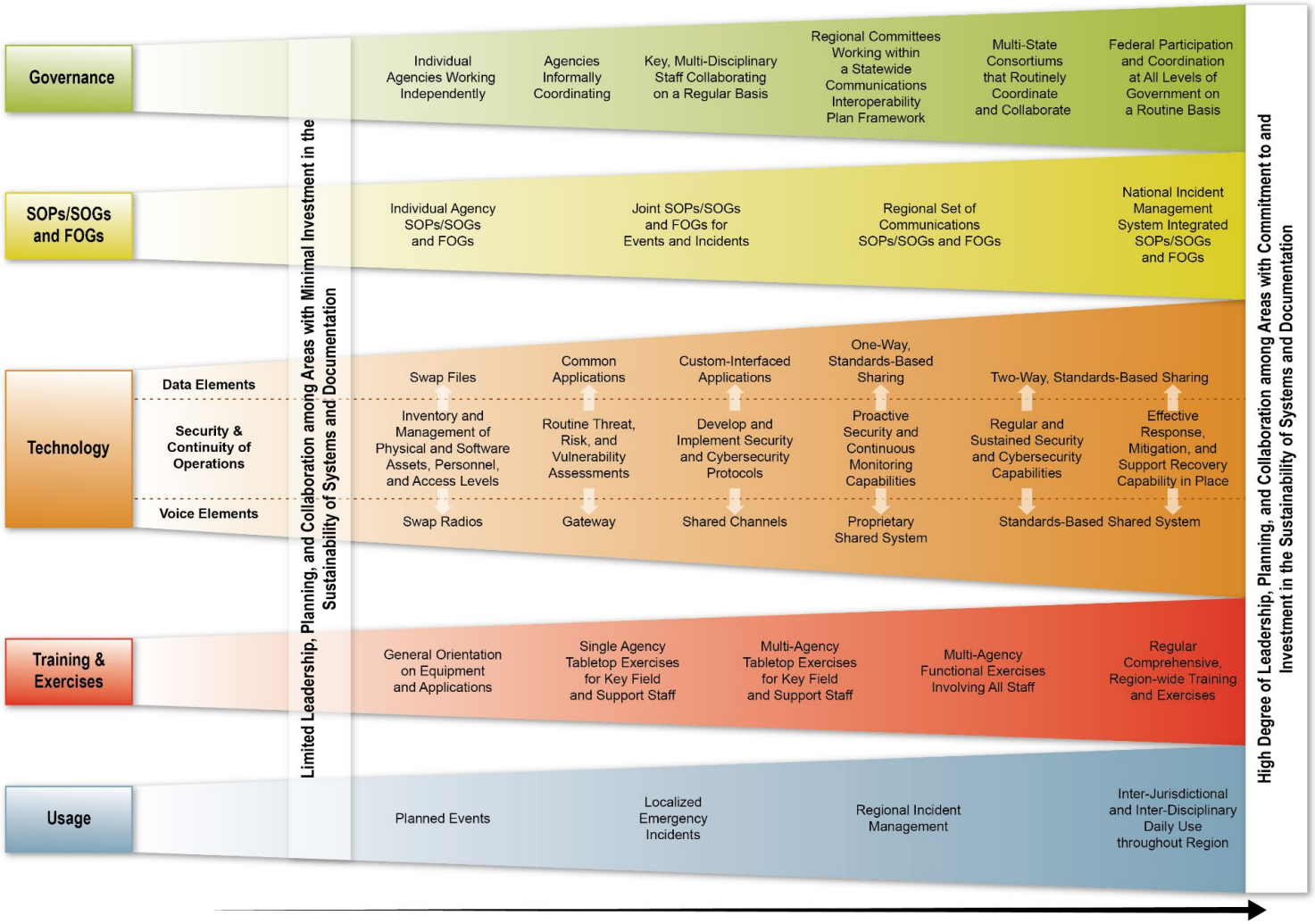
Themes from the additionally provided feedback:

- **A fantastic summit that was very informative, entertaining, and well run.**
- **Facility Issues – Temperature of the auditorium, beverages allowed into the room, more in person seating allowance.**
- **Increased Diversity – More female speakers, ethnic diversity, inclusion of tribal elements.**
- **Increased networking through breakout sessions and more round table seating instead of auditorium seating.**
- **Registration modification should be made to allow for people to register for one day in person and one day virtual.**

*compiled responses edited for length and clarity

Answered: 52

INTEROPERABILITY CONTINUUM



NCR CYBER TTX AAR IMPROVEMENT PLAN TEMPLATE

Appendix A: Improvement Plan

The Improvement Plan is intended to help participating agencies track the implementation of recommendations and corrective actions for each area for improvement identified in the exercise. Stakeholders should collaborate to identify corrective actions, responsible components, points of contact (POCs), and target start and completion dates for each item.

OBSERVATION 1: A lack of adequate allocation of funding and resources for cybersecurity programs is a concern for the majority of jurisdictions.					
Recommendation	Corrective Action	Primary Responsible Component	POC	Start Date	Completion Date
Establish mutual aid agreements with the MWCOG, its member governments, neighboring jurisdictions, and state National Guard cyber units.					
Collaborate with CISA Regional Cybersecurity Advisors to utilize CISA services such as training, workshops, exercises, and vulnerability assessments to enhance cybersecurity programs.					
Consider using federal and state grants to fill gaps in cybersecurity program funding until regular funding and budgets are established.					

OBSERVATION 2: There is a need to develop a regional mechanism to increase coordination between jurisdictions, improve information sharing and enhance capabilities for communications and incident response.					
Recommendation	Corrective Action	Primary Responsible Component	POC	Start Date	Completion Date
Establish a regional framework of notification thresholds, including mutual aid agreements for municipalities to share information and provide incident response capabilities.					
Discuss options for setting up a regional SOC to improve incident response coordination of MWCOG and its members.					

OBSERVATION 3: Some MWCOG member governments' phishing training and assessments are insufficient to reduce employee susceptibility to phishing attacks and create risk to other jurisdictions.					
Recommendation	Corrective Action	Primary Responsible Component	POC	Start Date	Completion Date
Update cybersecurity training on a regular basis to provide awareness of current cyber threats, trends, and vulnerabilities, including information on how to recognize and report suspicious emails.					
Conduct regular phishing assessments, including mechanisms for account suspension and remedial training for employees who fail these assessments.					
Use CISA services to supplement and enhance current phishing assessments and training.					
Encourage jurisdictions to anonymize and share best practices and lessons learned with MWCOG CISOs following a cyber incident.					

OBSERVATION 4: Contractual limitations of cyber insurance policies often conflict with jurisdictional incident response and communication procedures.					
Recommendation	**Corrective Action**	**Primary Responsible Component**	**POC**	**Start Date**	**Completion Date**
Conduct an annual review of cyber insurance policies with all relevant stakeholders, including PIOs, Emergency Management, IT, legal, HR, and senior leadership.					
Deconflict plans and policies for incident response and communications with cyber insurance policy requirements.					

OBSERVATION 5: MWCOG and its member governments lack internal and external communication procedures to combat the spread of mis-, dis-, and malinformation (MDM) during a cyber incident.					
Recommendation	**Corrective Action**	**Primary Responsible Component**	**POC**	**Start Date**	**Completion Date**
Develop and incorporate pre-scripted messaging for internal and external audiences into communications and/or incident response plans.					
Utilize information and resources on the CISA MDM website to develop a plan for social media monitoring to mitigate the spread and impacts of MDM.					
Share findings on addressing MDM at the monthly MWCOG PIO meeting.					

GAME CHANGERS: SUMMARY OF FINDINGS

Incidents	People and Organizations						Plans and Equipment				
	Build cultures of information sharing	Recognize the relationship between command and comms	Understand the long-term impact of comms failures on relationships	Prepare people for sensory overload	Enforce radio discipline	Build and maintain trust with the public and the media during incidents	Prioritize operational coordination for comms	Engage in PACE planning	Include comms personnel in training and exercises	Develop plans for real-time storage and access of video, pictures, and other data	Implement encryption effectively without sacrificing interoperability
Century 19, Aurora	G2G	G2G	G2G	G2G			G2G, G2G		G2G		
Dorner Manhunt		G2G	G2G		G2G	G2G, G2P	G2G	G2G			
Route 91 Harvest Fest					G2G		G2G, P2G		G2G	G2G	
Hurricane Season 17			G2P			G2G	G2G	P2G, G2G, G2P, P2P	G2G		
Christmas Day Bombing						P2P, G2P		P2G, G2G, G2P			
DC Sniper							G2G		G2G		G2G
Navy Yard		G2G		G2G	G2G	P2P, G2P			G2G	G2G	G2G
1/13/82 Metro Derailment	G2G			G2G				P2G, G2P	G2G		
Air Florida Crash	G2G	G2G				P2P	G2G				

KEY: P2G Public to Government (P2G) | P2P Public to Public (P2P) | G2P Government to Public (G2P) | G2G Government to Government (G2G)

HSEMA OVERVIEW

MISSION

The mission of the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) is to lead the planning and coordination of homeland security and emergency management efforts to ensure that the District of Columbia is prepared to prevent, protect against, respond to, mitigate, and recover from all threats and hazards.

VISION

A safe and secure District of Columbia prepared for all threats and hazards.

ABOUT US

As the agency responsible for leading the planning and coordination of the District of Columbia's homeland security and emergency management efforts, HSEMA works closely with our District, federal, and regional partners to ensure that the Nation's Capital is prepared to prevent, protect against, respond to, mitigate, and recover from all threats and hazards.

Our work is divided into the following major areas:

- Emergency Operations
- Public Information and Warning
- Intelligence and Analysis
- National Capital Region Coordination
- Public-Private Partnerships
- Interoperable Communications
- Councils and Commissions
- Emergency Planning, Training, and Exercises

LETTER FROM THE DC SWIC

71 Feared Dead as Plane Hits Bridge, Smashes Cars, Plunges Into Potomac

Metro Train Derails; 3 Die

On January 13, 1982 during a heavy snow storm, Air Florida flight 90 crashed moments after take-off, killing over 70 people. Thirty minutes later, a Metro train derailed, killing three. On January 13, 1996 Amber Hagerman was kidnapped and murdered, leading to the creation of the AMBER Alert system. These historic incidents catalyzed change in emergency communications policies and practices in the District and the region. The Summit highlights the progress made and the challenges remaining in improving the District and NCR emergency communications capacity and capabilities in the years since these incidents.

The D.C. Interoperability Summit will highlight emergency communications and interoperability best practices and lessons learned since these January 13th events, including the critical strides made in emergency response and emergency communications policy, products, and practices.

Through real-world, first-hand accounts, our panelists, facilitators, and speakers will explore the challenges that still exist in interoperable emergency communications, and how we can improve going forward.

As we reflect on the past 40 years of building the interoperable emergency communications ecosystem, we will have two days of inspiring discussion from a variety of perspectives. We appreciate your continued commitment to improve the communications ecosystem.

Thank you for accepting our invitation to participate in this important event. We look forward to your attendance and participation at the 4th Annual District of Columbia Interoperability Summit.

Charles J. Guddemi

Charles J. Guddemi
Statewide Interoperability Coordinator (SWIC)
District of Columbia Homeland Security and Emergency Management Agency

AGENDA

07:30 Registration
Networking Breakfast

08:30 **Welcome**
Annah Akasa, Action Officer, Operations Division, DC Homeland Security and Emergency Management Agency (DC HSEMA)
Charlie Guddemi, DC Statewide Interoperability Coordinator (SWIC)
Dr. Christopher Rodriguez, Director, DC HSEMA
Vincent Delaurentis, Deputy Assistant Director for Emergency Communications, Department of Homeland Security, Cybersecurity and Infrastructure Security Agency

09:00 **The Man Behind the Mic**
DC Fire and EMS Dispatcher on Duty for Air Florida Crash and the Metro Train Derailment
Steve Souder, Retired, Representative of the Public-At-Large, on the Maryland 9-1-1 Board (Former 9-1-1 Director in Arlington County, VA, Montgomery County, MD, and Fairfax County, VA)

09:45 **AMBER Alerts: From Heartbreak to Hope**
Dr. John E. Bischoff III, Vice President, Missing Children Division, National Center for Missing and Exploited Children

10:15 Break
Refreshments

10:45

Disaster Day: Reliving the Events of January 13, 1982

Amid a historic blizzard, the District was adversely impacted by the Air Florida Flight 90 plane crash and the WMATA metro train derailment. This panel discusses the strain that the plane crash and train derailment placed on the District and the NCR, response operations, and the emergency communications ecosystem.

Moderator: Keil Green, Chief Executive Officer, The Lafayette Group

Barbara Childs-Pair

- January 13, 1982: Administrative Office, DC Office of Civil Preparedness (DC HSEMA)
- Current Position: Retired

James Resnick

- January 13, 1982: Volunteer EMT, Bethesda-Chevy Chase Rescue Squad (BCCRS)
- Current Position: Retired Battalion Chief (Montgomery County Fire Rescue Service), active volunteer firefighter/EMT with BCCRS and a contractor in Fire Safety Education

Steve Souder

- January 13, 1982: Lead Dispatcher, District of Columbia Fire Department
- Current Position: Retired, represents the Public-At-Large, on the Maryland 9-1-1 Board

Don Usher (Virtual)

- January 13, 1982: Pilot, U.S. Park Police Aviation Section
- Current Position: Retired, 34 years United States Park Police and National Park Service

12:00 Lunch
Networking

01:00 **Enhancing the Emergency Communications Ecosystem**

Billy Bob Brown Jr., Executive Assistant Director for Emergency Communications, Cybersecurity and Infrastructure Security Agency

01:30 **Managing Disasters: The Importance of Interoperable Communications**

Thad W. Allen, Admiral, U.S. Coast Guard (Retired)

02:15 Break
Refreshments

02:45 **Modern Day Leadership Panel: How Prepared are We?**

Forty years after the Air Florida disaster and Metro train derailment led to the development of robust regional partnerships in public safety, Washington D.C. leaders offer insights into how such disasters would be handled today considering lessons learned from past events and challenges that remain within the emergency communications ecosystem in the National Capital Region.

Moderator: Jim Schwartz, Consultant, advisor, and lecturer on public safety leadership, retired Fire Chief, Arlington County, VA

Michael Anzallo
Chief, Metro Transit Police
Robert J. Contee III
Chief, Metropolitan Police Department
John Donnelly Sr.
Chief, DC Fire and EMS
Dr. Christopher Rodriguez
Director, HSEMA
Christopher Stock
Chief (A), United State Park Police

4:00 Closing Remarks

07:30 Registration
Networking Breakfast

08:30

Welcome
James Farley, Emergency Management Specialist, Interoperability Detail, DC HSEMA
Charlie Guddemi, DC SWIC

08:45 **Game Changers- After Action Review: An Interoperable Communications Perspective**

Charlie Guddemi, DC SWIC

This presentation highlights interoperability gaps that persistently affect the emergency communications ecosystem. The findings were gleaned from analysis of several After Action Reports of key local, regional, and national incident and events that changed emergency response operations.

09:30

Securing Today to Ensure the Future: Cybersecurity Challenges and Opportunities for the Emergency Communications Ecosystem

Cybersecurity threats, including cyber-hacktivists and cyber-criminals, continue to challenge local and regional emergency communications systems and public safety sensitive data. This panel explores best and promising practices in cybersecurity measures for public safety communications.

Moderator: Lindsey Parker, D.C. Assistant City Administrator - Internal Services Cluster, Chief Technology Officer, Office of the Chief Technology Officer (OCTO)

Suneel Cherukuri
DC OCTO, Chief Information Security Officer

Benjamin Gilbert
CISA Region III Cybersecurity Advisor

Scott Scheurich
NCR Regional Cybersecurity Coordinator

10:15 Break
Refreshments

10:45

Department of Defense (DoD) Engagement: Ensuring Interoperability Between the Military and the NCR

The DoD remains a critical partner of public safety entities around the nation. Leveraging the NCR's extensive experience with special events, DOD partners - specifically those with Title 10 active duty authority - share how they've integrated with local public safety agencies through coordinated planning, training, and exercises.

Moderator: Jim Schwartz, Consultant, advisor, and lecturer on public safety leadership, retired Fire Chief, Arlington County, VA

Major General Allan M. Pepin
Commanding General, Joint Task Force - National Capital Region (JTF-NCR) and U.S. Army Military District of Washington (USAMDW)

Colonel Joseph C. "Joe" Novario
Assistant Chief of Staff G-7, Area of Responsibly: Analytics and Communications Strategy, Marine Corps National Capital Region

Colonel Todd Randolph
Commander, 316th Wing and Installation for Joint Base Andrews-Naval Air Facility Washington, Maryland

Captain Grahame Dicks
Chief of Staff, Naval District Washington

Captain David O'Connell
Commander, U.S. Coast Guard Sector Maryland-NCR

12:00 Lunch
Networking

01:00

Keeping the Lines of Communications Open: Public to Government and Public to Public

According to the National Emergency Communications Plan (NECP), two of the four critical emergency communications functions include: Reporting and Requesting Assistance (Public to Government) and Community Members Sharing Essential Information (Public to Public). This panel discusses lessons learned and promising practices around the services and tools that enable these critical communications pathways during emergencies.

Moderator: Keil Green, Chief Executive Officer, The Lafayette Group

Ross Coates
Public Safety Manager, Department of Emergency Services, Hartford County, MD

Heather McGaffin
Deputy Director, DC Office of Unified Communications

Carolyn Montagna
Director of the DC Metropolitan Police Department's Joint Strategic and Tactical Analysis Command Center (JSTACC)

Jennifer Richter
Partner and Chair of the Telecommunications, Media & Technology Practice, Akin Gump

02:15 Break
Refreshments

02:45

Answering the Call: Government to Government and Government to Public

In the NECP, two of the four critical emergency communications functions include: Incident Response and Coordination Government to Government) and Alerts and Warnings (Government to Public). This panel addresses the state of response communications and alerts and warnings capabilities.

Moderator: Keil Green, Chief Executive Officer, The Lafayette Group

Mike Baltrotsky
Assistant Chief, Montgomery County Maryland - Fire and Rescue Service

Kim Kadesch
Director of the Office of the National Capitol Region Coordination (ONCRC), FEMA

Donte Lucas
Bureau Chief, Joint All-Hazards Operation Center (JAHOC), DC HSEMA

Gabe Lugo
Deputy Chief of Public Affairs, DC HSEMA

4:00 Closing Remarks

SPEAKER BIOS

Annah Akasa

Action Officer, Operations Division, DC Homeland Security and Emergency Management Agency (DC HSEMA)

"By failing to plan, you are planning to fail." This idiom epitomizes Annah Akasa's passion for preparedness planning - be it planning for events such as conferences, inaugurations etc., or planning for natural or manmade disaster such as hurricanes, pandemics, etc. Annah is committed to working with individuals, organizations, and jurisdictions that want to take the necessary steps to successfully achieve their desired outcomes. As the architect of the District Preparedness System, Annah defined a systematic approach for how Washington, DC prepares for all threats and hazards that may adversely impact the city. She was then selected to establish the Resilience and Information Integration Bureau - which was charged with taking the long-view on reducing risk and building capacity. She's currently collaborating with the leadership, staff, key stakeholders, and partners to define, refine, standardize, and optimize the Districts interoperable and emergency communications ecosystem. Annah attributes her success to 20+ years of experience collaborating with highly skilled colleagues in both public sector and non-public sector entities. This is augmented by extensive professional development training, a B.S. in Health Management Science from Howard University, a M.S. in Systems Engineering/Engineering Management from George Washington University, as well as ongoing studies in pursuit of a doctorate degree in public administration.

Charles Guddemi

DC Statewide Interoperability Coordinator (SWIC)

Charles (Charlie) Guddemi is the District of Columbia's Homeland Security and Emergency Management Agency's (HSEMA) Statewide Interoperability Coordinator (SWIC). He is responsible for coordinating interoperability and communications projects involving voice, data, and video. Charlie chairs the District's Interoperable Communications Committee (ICC) and Cellular Industry/WiFi Provider Working Group. He serves as the secretary for the Statewide Interoperability Executives Council (SIEC), is a member of the National Council of Statewide Interoperability Coordinators (NCSWIC) and current co-chair of FEMA's Region III Regional Emergency Communications Coordinators Working Group (RECCWG). He also participates on several Metropolitan Washington Council of Governments (MWCOG) committees and working groups. Charlie Guddemi joined HSEMA after a 25-year career with the United States Park Police (USPP). His assignments included working in Washington, D.C., New York Field Office, San Francisco Field Office, and the National Park Service Northeast Regional Headquarters in Philadelphia, Pennsylvania. He achieved the rank of Deputy Chief serving as the Commander of the Services Division. During his USPP career, Charlie worked six Presidential inaugurations, including serving as the principle planner and Executive Steering Committee member for the United States Park Police 2013 Inauguration. After the September 11, 2001, attacks, Charlie designed and implemented the multiplex, defense in depth, multi-jurisdictional, security plan for the Statue of Liberty National Monument and Ellis Island Immigration Museum located in New York Harbor. In 2008, he was awarded the first ever Department of the Interior, Office of Law Enforcement and Security, Excellence in Security Award for his efforts in safeguarding the Statue of Liberty/Ellis Island Complex.

Presenter - Game Changers- After Action Review: An Interoperable Communications Perspective

Dr. Christopher Rodriguez

Director, DC Homeland Security and Emergency Management Agency (HSEMA)

Dr. Christopher Rodriguez is the Director of the Homeland Security and Emergency Management Agency (HSEMA). In this role, Dr. Rodriguez serves as the Homeland Security Advisor and State Coordinating Officer for the District of Columbia. He also is the State Administrative Agent for all homeland security federal grants awarded to the District and the National Capital Region which includes parts of Northern Virginia and Maryland. HSEMA is responsible for emergency planning, preparedness, response, and recovery for the City, including operations for a 24-hour emergency operations center and the District's intelligence fusion center. Under Dr. Rodriguez's leadership, HSEMA, in partnership with the Metropolitan Police Department and Mayor's Office of Religious Affairs, launched the Interfaith Preparedness Advisory Group to improve preparedness and the resiliency of the District's faith-based organizations for all types of hazards. Additionally, he has supported Mayor Muriel Bowser as Incident Commander for some of the District's most complex, simultaneous emergency responses between COVID-19, First Amendment demonstrations, election security, the January 6 insurrection at the U.S. Capitol, and the 59th Presidential Inauguration. Prior to HSEMA, Dr. Rodriguez served as Director of New Jersey's Office of Homeland Security and Preparedness from 2014-17, where he led statewide strategies, policies, and operations on counterterrorism, resiliency, and cybersecurity. Following the terrorist attacks of September 11, 2001, he joined the Central Intelligence Agency (CIA), where he became a senior analyst in its Counterterrorism Center. In this position, he monitored terrorist groups in the Middle East and South Asia, closely collaborating with U.S. Intelligence Community partners at the federal, state, and local levels to identify and counter persistent threats to the United States and its allies. He has been recognized by the CIA and Director of National Intelligence for his leadership and professional achievements.

Panelist - Modern Day Leadership Panel: How Prepared are We?

Vince Delaurentis

Deputy Assistant Director for Emergency Communications, Department of Homeland Security, Cybersecurity and Infrastructure Security Agency

Mr. Vincent D. DeLaurentis serves as the Deputy Executive Assistant Director(D/EAD) for Emergency Communications within the Cybersecurity and Infrastructure Security Agency (CISA). In this capacity, D/EAD DeLaurentis is one of three CISA designated Executive Sponsors, as identified in the Cybersecurity and Infrastructure Security Act of 2018. D/EAD DeLaurentis sets the principal direction for the programs and services that CISA delivers both in the field and headquarters, driving and promoting communications for emergency responders and government officials to keep America safe, secure, and resilient. Prior to CISA, Mr. DeLaurentis established and served as the Chairman and Director of the U.S. Department of Homeland Security (DHS) Joint Requirements Council (JRC), connecting operational capability needs to acquisition. In this role, he directed the JRC in analyzing and validating DHS Components' operational needs and identifying opportunities for interoperable and multi-use capability solutions. This effort enhanced operational outcomes and effectiveness and created enterprise-wide opportunities for efficiencies across DHS. Prior to his appointment into the Senior Executive Service, Mr. DeLaurentis served for 30 years in the United States Coast Guard (USCG) in a wide range of leadership positions, including operations, enterprise strategy, operational planning and requirements, human resources, and programming and budgeting. Mr. DeLaurentis commanded multiple USCG cutters, which involved planning, coordinating, and executing national security and emergency preparedness, response and recovery missions. He also served as a USCG task force Commanding Officer for Operations Unified Response, the international and multi-agency humanitarian response effort to the devastating 2010 earthquake in Haiti. Mr. DeLaurentis is a 1985 graduate of the United States Coast Guard Academy. He also earned a Master of Public Administration from George Mason University

Steve Souder

January 13, 1982: Lead Dispatcher, District of Columbia Fire Department
Current Position: Retired, represents the Public-At-Large, on the Maryland 9-1-1 Board

Steve Souder is a nationally and internationally recognized and respected authority and leader in the 9-1-1 public safety communications profession and industry. During his extensive fifty-three year 9-1-1 career, he served in four jurisdictions of the National Capital Region (NCR) - Washington, DC, Arlington County, VA, Montgomery County, MD, and Fairfax County, VA, the latter three, spanning 31 years, as the 9-1-1 center director. After Steve retired from Fairfax County in 2016, Maryland Governor Larry Hogan appointed Steve to the Maryland 9-1-1 Board, overseeing the Maryland 9-1-1 system. Subsequent to that, he was selected by Maryland Senator Cheryl Kagan, Chair, to be Vice Chair of the Maryland 9-1-1 Commission, To Advance Next Generation 9-1-1 Across Maryland. Steve is a frequent guest speaker, presenter, spokesperson, writer and consultant on 9-1-1 matters, and on numerous occasions has provided testimony before Congress and state legislative bodies. During Steve's career he, with his 9-1-1 communications center personnel, were involved in many historic events including; the massive fires that swept Washington, DC following the assassination of Dr. Martin Luther King, Jr., the shooting of President Ronald Reagan, crash of Air Florida Flight 90 into the Potomac River, 9-11 terrorist attack on the Pentagon, Beltway Sniper Incident in 2002 and the massive derecho storm and associated wide-spread 9-1-1 outage of 2012.....plus many more.

Panelist - Disaster Day: Reliving the Events of January 13, 1982

Dr. John Bischoff III

Vice President, Missing Children Division, National Center for Missing and Exploited Children

Dr. John E. Bischoff III is currently the Vice President in the Missing Children Division for the National Center for Missing & Exploited Children (NCMEC). Within this role, he is responsible for the oversight of all missing children's cases, both in the United States and those children taken abroad. He is responsible for all case management and Hotline operations (800-THE-LOST®), with locations across four (4) regionally based offices. Prior to NCMEC, Dr. Bischoff was a Mass Care (ESF#6) Program Specialist with the Federal Emergency Management Agency (FEMA) in Washington D.C. In this capacity, he was responsible for coordinating with federal, state and local governments and private sector partners to develop effective family evacuation & reentry plans, strategies and policies. Also, he built and coordinated post-disaster child reunification plans, as well as oversaw the development of the National Emergency Mass Evacuation Tracking System. Prior to FEMA, Dr. Bischoff was the Technical Director of Public Safety and Criminal Investigations for AOL located in Dulles, Virginia. During his thirteen years at AOL, Mr. Bischoff was directly involved with hundreds of federal, state and local law enforcement investigations involving child sexual exploitation and financial fraud. He was considered an expert by federal, state and local courts in the area of AOL networks, email platforms and data transfer technologies. Dr. Bischoff holds a Doctorate in Engineering with a focus on Engineering Management, from the George Washington University. He has received a Master of Business Administration, a Graduate Certificate in Management of Information Systems and a Bachelor in Business Management from Shenandoah University in Winchester, Virginia.

Keil Green (Moderator)

Chief Executive Officer, The Lafayette Group

Keil Green is the Chief Executive Officer of Lafayette Group, a public safety consulting firm that supports the Cybersecurity and Infrastructure Security Agency (CISA) within the Department of Homeland Security (DHS) . Mr. Green began his consulting career supporting the Department of Justice's Office for State and Local Domestic Preparedness and has supported the Department of Homeland Security (DHS) since its establishment. Mr. Green was fundamental in the development of the Interoperable Communications Technical Assistance Program (ICTAP) in 2003 and has coordinated ICTAP's support for over 2,000 on-site deliveries to state and local jurisdictions in all 56 states/territories and the District of Columbia since. Mr. Green has provided strategic support on the design and implementation of several major DHS initiatives focused on state and local emergency communications including the Tactical Interoperability Initiative, the National Emergency Communications Plan (NECP) Goals validation, as well as the Public Safety Interoperable Communications Grant Program (PSIC), as well as FirstNet (public safety broadband) in cooperation with the Department of Commerce. Prior to his support for DHS, Mr. Green served as the Lafayette Group program lead for several state and local law enforcement technology implementations focusing on biometric technology and mobile data deployments. Mr. Green previously supported the Domestic Policy Council at the White House as a post graduate scholar and is a graduate of the University of the South.

Moderator for Day 2 Panels: Keeping the Lines of Communications Open: Public to Government and Public to Public and Answering the Call: Government to Government and Government to Public

Barbara Childs-Pair

January 13, 1982: Administrative Office, DC Office of Civil Preparedness (DC HSEMA)
Current Position: Retired

Barbara Childs-Pair is a recognized homeland security leader. From 2003-2007, Barbara served as the DC HSEMA Director and Homeland Security Advisor, responsible for managing and maintaining the readiness and operational infrastructure for preparedness, response, and recovery from emergencies and disaster incidents in the District of Columbia. During her tenure, she was responsible for developing and maintaining the homeland security and emergency management disaster infrastructure and ensured an efficient and effective framework for all hazards risk identification, assessment and reduction to protect the lives and property in the city and educated the citizens, the public and visitors accordingly. She was responsible for advising and/or recommending to the Mayor activation and deactivation of the District's Emergency Operations Center and District Emergency Response Plan pre and post emergency. She activated the Mayor's Consequence Management Team to prepare for, respond to and recover from these incidents. Among many activations, she served as the Incident Commander for the District of Columbia Shelter Operations for Hurricane Katrina relocatees.

James Resnick

January 13, 1982: Volunteer EMT, Bethesda-Chevy Chase Rescue Squad (BCCRS), responded to both 14th Street Bridge incident and the Federal Triangle Metro Station incident
Current Position: Retired Battalion Chief (Montgomery County Fire Rescue Service), still an active volunteer firefighter/EMT with BCCRS and a contractor in Fire Safety Education

Jim has been a fire and rescue service professional and fire safety educator in Montgomery County, MD for more than 45 years. He has been a volunteer member of the Bethesda-Chevy Chase Rescue Squad since 1975 where he currently serves as a Life Captain. He also worked as a full-time, career firefighter and paramedic for 28 years for the Montgomery County Fire and Rescue Service (MCFRS), retiring with the rank of Battalion Chief in 2014. In his "retirement", he has served as a contractor for the MCFRS as the Program Manager for Senior Outreach and Education. In 2016 Jim received the John C. Spiker, Sr Life Safety Educator of the Year award at the Mid-Atlantic Life Safety Conference. In his current role, Jim has provided educational programs to more than 10,000 Montgomery County seniors on a variety of fire and injury-prevention topics. Also, Jim has completed more than 2,000 home safety and smoke alarms checks, and he has lead teams that have done thousands more. Jim is a lifelong Montgomery County resident and has a Bachelor's Degree from the University of Maryland - Baltimore County (UMBC - Go Retrievers!). Jim is a baseball fan with his allegiance split between the Orioles and the Nationals and he likes spending time with family and friends.

Don Usher

January 13, 1982: Pilot, U.S. Park Police Aviation Section
Current Position: Retired, 34 years United States Park Police and National Park Service

Donald Usher retired in December of 2012 as the Superintendent of the National Park Service Law Enforcement Training Center at the Federal Law Enforcement Training Center (FLETC) in Glynco, Georgia. As Superintendent, Don and his staff were responsible for basic and advanced law enforcement training service wide. In his 34 year National Park Service/U.S. Park Police career, Don served as patrol officer, Private/Helicopter Pilot, Chief Pilot, Special Agent, Supervisory Ranger and Superintendent. He also worked (briefly) for the U.S. Forest Service and Department of the Treasury before finding his way back home to the National Park Service. After retiring, Don founded Usher Training Solutions and travelled extensively east of the Mississippi providing legal training and annual law enforcement updates to National Park Service units with a law enforcement staff. On January 13, 1982, Don was on duty as a pilot with the U.S. Park Police Aviation Section at the Anacostia Operations Facility. Responding to a request from the Federal Aviation Administration tower personnel at Washington National Airport, he flew with Flight Paramedic Gene Windsor in "Eagle One", a Bell 206 L-1 seven place helicopter, to the area of the 14th Street Bridge, looking for a missing aircraft. Don and Gene located the crash site of Air Florida Flight 90 and began rescue operations, which resulted in 5 survivors being brought to the Virginia shoreline.

Billy Bob Brown, Jr.

Executive Assistant Director for Emergency Communications, Cybersecurity and Infrastructure Security Agency

Billy Bob Brown, Jr., serves as the Executive Assistant Director (EAD) for Emergency Communications within the Cybersecurity and Infrastructure Security Agency (CISA). In this capacity, EAD Brown drives cross-divisional synergy as identified in the *Cybersecurity and Infrastructure Security Act of 2018*. He has served in various senior leadership positions and supporting staff positions within the Emergency Communications Division since joining the Department of Homeland Security in 2008. Previously, Mr. Brown served as an Operations Analyst with General Dynamics Information Technology and as a career military officer in the United State Marine Corps in various Infantry Officer assignments including world-wide operational experience ranging from the Infantry Platoon to the Marine Expeditionary Force. Mr. Brown graduated from the United States Air Force Academy with a Bachelor of Science degree and holds a Master of Business Administration from Webster University. He is a certified Project Management Professional (PMP).

Thad W. Allen

Admiral, U.S. Coast Guard (Retired)

Admiral Thad W. Allen assumed the duties of the 23rd Commandant of the U.S. Coast Guard on May 25th, 2006. During his tenure as the top officer of the nation's oldest continuous sea service he led the effort to reform and modernize all aspects of the Coast Guard, thereby "improving and sustaining Mission Execution." As Admiral Allen continually stated his ultimate aim was to make the Coast Guard a "change-centric" organization capable of quickly and efficiently adapting to meet the growing and ever-changing demands of the future. Additionally he was the first high ranking member of the Federal government to embrace social media, pioneering the effort to connect to his audience through all manners of digital technology. Although his Modernization program was an important aspect of what Admiral Allen accomplished during his tenure, he also led the service during a time when it responded to a number of significant national and international incidents, including hurricanes, floods, search-and-rescue cases, oil spills and other environmental incidents. He led the effort to explore the changing Arctic, solidified the Coast Guard's relationships with the nation's other armed services and Federal partners, and reached out to the private sector to gain their input and trust. During his final months in office he led the Coast Guard's exemplary response to the earthquake in Haiti and then, first as Commandant and concurrently as the National Incident Commander, he led the nation's response to the Deepwater Horizon oil spill, holding the latter post well after his tenure as Commandant had come to a close. Admiral Allen completed his four-year term as Commandant on 25 May 2010 and he officially retired from the Coast Guard on 30 June 2010. He is a fellow in the National Academy of Public Administration and a member of the Council on Foreign Relations. Thad also currently serves as a director on the Coast Guard Foundation and Partnership for Public Service.

Jim Schwartz (Moderator)

Jim Schwartz, Consultant, advisor, and lecturer on public safety leadership, retired Fire Chief, Arlington County, VA

Jim Schwartz retired in 2021 after five years as the Deputy County Manager for public safety and technology in Arlington, Virginia. Prior to that he served in the Arlington County Fire Department for 32 years, the last eleven as Chief of Department. During his tenure with the fire department, he served in a variety of fire department positions including Assistant Chief for Operations, responsible for all response-related activities, including fire, EMS, hazardous materials and technical rescue response, incident management and operational training. In 2003, he was assigned to the Office of the County Manager where he established a new department of Emergency Management and served as its director until his appointment to Fire Chief in July 2004. The Arlington County Fire Department was the lead agency for the response to the September 11, 2001 attack at the Pentagon. Chief Schwartz led the unified command effort for the Pentagon incident. Mr. Schwartz is a senior fellow with the Program on Crisis Leadership at the Harvard Kennedy School and teaches in the Executive Education programs including, Leadership in Crises, the General and Flag Officer Homeland Security Executive Seminar, and Leadership in Homeland Security. Schwartz provides frequent lectures on Crisis Leadership for organizations such as U.S. State Department, FBI, Georgetown University, American University, George Washington University, and numerous international audiences; he also lectured as part the Joint Counterterrorism Awareness Workshop Series on complex coordinated attack preparedness provided by FEMA from 2014 - 2018. Schwartz is a member of the International Association of Fire Chiefs Committee on Terrorism and Homeland Security which he chaired from 2008 until August 2014. He previously served on the Advisory Council for the Interagency Threat Assessment and Coordination Group (ITACG) and subsequently the Joint Counterterrorism Assessment Team (JCAT) at the National Counter Terrorism Center. He also served on the Homeland Security Science and Technology Advisory Committee and was a member of the Advisory Committee for the Department of Homeland Security's first Quadrennial Review in 2010.

Moderator - DoD Engagement Ensuring Interoperability

Michael Anzallo

Chief, Metro Transit Police

Chief Michael Anzallo was appointed to lead Metro Transit Police Department (MTPD) on February 2, 2022, and had served as the interim chief of police since August 2021. He has helped steer the department through pandemic-related challenges with an emphasis on community policing throughout the region. In his role overseeing the department, Anzallo has focused his attention on recruiting a new generation of police officers by updating outdated policies that can preclude men and women from joining MTPD ranks; bolstering support of accountability measures within MTPD that hold officers to the highest standards of policing; building positive relationships with communities in Metro's service areas to foster collaboration and understanding of neighborhood needs while helping to reduce crimes against people near and on Metro properties; supporting stiffer penalties for proposed legislation to protect frontline transit workers from assaults; expanding police presence to support new service expansion areas in Metro's territory; and continuing to emphasize opportunities for dedicated training that supports the future of a growing region. Prior to joining MTPD as assistant police chief in 2018, Anzallo worked as a Metropolitan police officer, rising through the ranks, and bringing more than 30 years of policing experience in the region to the role. Anzallo started his law enforcement career in the District in 1989, taking on a wide range of responsibilities during his tenure.

Robert J. Contee III

Chief, Metropolitan Police Department

On December 22, 2020, Mayor Muriel Bowser announced that she selected Robert J. Contee III, to serve as Chief of the Metropolitan Police Department. On May 4, 2021, he was officially confirmed Chief of the Metropolitan Police Department. Robert J. Contee joined the Metropolitan Police Department as a police cadet in November 1989. He became a sworn member of the Department three years later and quickly rose through the ranks, serving in a variety of assignments. He started as a patrol officer in the Third District, sergeant in the Second District, and the Metropolitan Police Academy. As a lieutenant, he served as a Patrol Services Area leader in the Second District, Regional Operations Command-East, and led the Intelligence Branch. In January 2004, Chief Contee was promoted to captain responsible for leading the Violent Crimes Branch, including the Homicide Branch and the Sexual Assault Unit. Contee was promoted to Second District commander in August 2004 and was transferred to the Special Operations Division (SOD) in April 2006, where he was responsible for overseeing tactical patrol, special events and traffic safety functions. Following his post at SOD, Chief Contee became commander of the Sixth District in 2007, before taking command of the Recruiting Division in October 2014. He was named commander of the First District in January 2016, and was appointed Assistant Chief of MPD's Professional Development Bureau in the summer 2016 where he oversaw the Human Resources Management Division, Disciplinary Review Division, the Metropolitan Police Academy, and Recruiting Division. In April 2017, Chief Contee was named Patrol Chief of Patrol Services South (PSS), which included his oversight of the First, Sixth, and Seventh Police Districts. He was named Assistant Chief of the Investigative Services Bureau (ISB), in March 2018. Chief Contee grew up in the Carver Terrace community in Northeast, DC, and is a DC Public Schools graduate.

John Donnelly, Sr.

Chief, DC Fire and EMS

Fire and EMS Chief John A. Donnelly, Sr. was nominated by Mayor Muriel Bowser on September 4, 2020 to serve as the next Fire and Emergency Medical Services Chief and to lead the 2,100 member DC Fire and Emergency Medical Services Department. He was confirmed by the Council of the District of Columbia on December 15, 2020. Fire and EMS Chief John A. Donnelly, Sr. started his career with DC Fire and EMS in 1992 at Truck 16. Over the course of his career he has served at Rescue Squad 3, Tower 3, Battalion Fire Chief 2; as the Division Commander of Special Operations, Homeland Security, and Apparatus Division; and as a member of the Command Staff in Special Projects and Executive Officer Roles. In 2018, Chief Donnelly was promoted to the newly established Professional Development Bureau which includes the Human Resources Division which includes the Payroll and Compliance Offices, Professional Standards Division, Training Division, the Medical Services Division, and the Grants Office. Chief Donnelly serves on numerous committees supporting regional and national preparedness, including the International Association of Fire Chiefs Terrorism and Homeland Security Committee and the Metropolitan Washington Council of Government's Fire Chief's Committee. Chief Donnelly is a long-time Ward 4 resident of the District of Columbia and lives in Manor Park. He spends his free time working with the Boy Scouts of Troop 98 in Brookland.

Christopher Stock

Chief (A), United States Park Police

Acting Chief of Police Christopher Stock is a 23-year veteran of the United States Park Police (USPP) and prior to his assignment as the Acting Chief of Police, he was the Commander of the Homeland Security Division. As the Homeland Security Division Commander, he oversaw operations in the New York Field Office, Icon Protection Branch, and the Intelligence and Counterterrorism Branch. During Acting Chief Stock's USPP tenure, he has held assignments as a Patrol Officer, Field Training Officer, Motorcycle Officer, member of the Special Protection Detail for the Secretary of the Interior, Commander of the George Washington Parkway District, Internal Affairs Unit, East District, Criminal Investigations, Intelligence and Counterterrorism Branch, FBI- National Joint Terrorism Task Force, and served as the National Law Enforcement Specialist for the National Park Service. Acting Chief Stock is a graduate of West Virginia University and holds a bachelor's degree in Criminal Justice with a minor in Communications. He is also a graduate of Session 269 of the Federal Bureau of Investigation National Academy (FBINA), where he earned a Graduate Certificate in Criminal Justice from the University of Virginia.

A First Person Account of The Metro Derailment on January 13, 1982

"It was immediately obvious that something was very wrong. The same bucking motion occurred, with a loud popping and crunching sound and a sudden showering of sparks and electrical arcing. This time, dozens of people of both sexes screamed. Slowly, surrealistically, the concrete abutment grew larger, closer and actually pressed the left center rear of the car. The side and roof slowly caved in, almost as a foot crushes a tin can. More screaming, arcing, then silence. A few moans could be heard, then anonymous calls in the dark, "Is everyone all right?" With the darkness, smoke and dust, it was virtually impossible to see the back of the car from the front. The acrid smell of electrical short-circuiting crept into the air. More voices called out: "Some people are badly hurt back here -- where the hell is the driver?" "Everyone keep calm, sit tight, help is on the way. It has to be." "Bast open a window so we can breathe in here!" Scan the QR code to read the full account.

James Farley

Emergency Management Specialist, Interoperability Detail, DC HSEMA

James "Tracker" Farley currently serves as Emergency Management Specialist in the Operations Division Readiness & Response Coordination Bureau. Mr. Farley is currently devoted to an interoperability detail by the Operations Division Bureau Chief. Mr. Farley's duties entail serving as the agency's interim Communications Coordinator (COM-C). This role entails fusing operator- driven requirements with Communications Unit Leader (COM-L) strategic directive and Communications Technician (COM-T) solutions. The end game of District interoperability is to ensure an optimized Primary, Alternate Contingency & Emergency (P.A.C.E.) communications ecosystem between the new District EOC at Half-Street, field operations and COOP at the Unified Communications Center (UCC) building. Prior to coming onboard as a full-time employee Mr. Farley served as an intern and HSEMA contractor, supporting the former Preparedness Planning Division (PPD) and was detailed to serve the Communications Bureau and DC Statewide Interoperability Coordinator (SWIC) in the service of the District partners and stakeholders. Prior to joining HSEMA, Mr. Farley formerly served in the Department of Defense National Language Security Education Office (DLNSEO), supporting various language and culture training policy and programmatic projects for U.S. Armed Forces. Mr. Farley graduated magna cum laude with a B.A. Integrative Studies: Concentration National Security & Counterterrorism and an M.S. Conflict Analysis & Resolution from George Mason University (GMU). Mr. Farley graduated as part of the first DC cohort of FEMA's National Emergency Basic Academy and continues to pursue emergency management training opportunities to enhance continued professional development and District interoperability. Mr. Farley looks forward to bringing to bear all his integrative academic, professional and interpersonal experiences in service to HSEMA and the District of Columbia. Mr. Farley is honored to co-host the 2022 District of Columbia Interoperability Summit in assessing and applying lessons learned to modern real-world interoperable communications solutions.

Read About the Emergency Communications Ecosystem: Making Communications a Predictable Lifeline Solution

"The Federal Emergency Management Agency (FEMA) has identified seven Community Lifelines that enable the government to operate, businesses to function, and society to thrive: Safety and Security; Food, Water, Shelter; Health and Medical; Energy; Communications; Transportation; and Hazardous Material. All seven are necessary for operational success. However, often during major incidents, emergencies, or disasters, one, several, or all of these lifelines have been lost. By examining just one of these lifelines – Communications – there are numerous lessons to be learned, best practices discerned, and many gaps that need to be closed that would be geared towards shoring up a communications ecosystem that needs to be nurtured.

Emergency Communications Ecosystem – 4 Key Functions

The emergency communications ecosystem must be healthy for effective operations and situational awareness. This ecosystem includes anything organizationally that the first responder community and staff use, plus what people personally use with their family or friends." Scan the QR code to continue reading.

Lindsey Parker (Moderator)

D.C. Assistant City Administrator - Internal Services Cluster, Chief Technology Officer, Office of the Chief Technology Officer (OCTO)

Lindsey Parker was nominated by Mayor Muriel Bowser to be the Chief Technology Officer in January 2019 and was unanimously confirmed by the DC Council on March 5, 2019. Lindsey previously served as Mayor Bowser's Deputy Chief of Staff. As the District's Chief Technology Officer, Lindsey will work to enable DC Government agencies to securely leverage technology to better serve the residents, businesses and visitors of Washington, DC. Lindsey has worked in the public and private sectors to support practical, innovative policies and engagement models to help urban centers find new ways to remain competitive, diverse, and innovative in today's global economy. She previously worked in the cyber-security sector in a number of roles, including as the Director of Internal Communications at Symantec. Lindsey received a Bachelor of Arts in Political Science from Yale University and is a proud Shaw resident.

Suneel Cherukuri

DC OCTO, Chief Information Security Officer

Suneel Cherukuri is the Chief Information Security Officer (CISO) at The Office of the Chief Technology Officer (OCTO). Mr. Cherukuri has over 20 years of industry experience in large enterprise network environments specializing in cyber security architecture, design, engineering, and operations. As CISO, Mr. Cherukuri provides leadership and day-to-day coordination for securing and protecting DC's information resources, and the supporting infrastructure, from external and internal threats, while administering the overall security operations. He also oversees three divisions within OCTO: Security Architecture and Engineering which is responsible for tools and technologies protecting the District's assets and resources, Security Operation Center (SOC) which monitors the District's cyber security posture 24/7 across the network and all systems, detects and leads OCTO's response to security incidents, and escalates and reports on events., Governance Risk and Compliance which plays a vital role in development and oversight of information technology policies, procedures and standards for the District. Suneel's passion to equip District employees with cybersecurity mitigation strategies is reflected in his thoughtful design and implementation of tools that educate employees about their role in reducing the risk and impact of cybersecurity threats. A sought-after industry leader, Mr. Cherukuri received the 2019 StateScoop 50 Award in the "State Cybersecurity Leader of the Year" category. Prior to OCTO, Mr. Cherukuri worked at Networking For Future, a DC-based IT firm. He also lived in Melbourne, Australia where he worked at one of the largest banks, ANZ, as a Senior Technical Analyst and an IT Security Consultant at Dimension Data.

Benjamin Gilbert

CISA Region III Cybersecurity Adviser

Mr. Gilbert serves as a Cybersecurity Advisor (CSA) in the Department of Homeland Security's Cybersecurity and Infrastructure Security Agency (CISA). He supports the CISA region and CISA's mission of reducing US critical infrastructure risks through the goal of strengthening the cybersecurity, reliability and resilience of public and private sector critical infrastructure, and serves in this role across the Commonwealth of Virginia, as well as the District of Columbia. As a CSA, Mr. Gilbert is a regional cybersecurity point of contact to CISA, and conducts numerous cyber preparedness, risk mitigation and incident response coordination activities across the region. These activities include conducting various outreach efforts, cybersecurity assessments, cybersecurity workshops, fostering public and private partnerships, and- if federal assistance is requested, assisting with cyber incident response coordination efforts. Additionally, Mr. Gilbert serves this role in an advisory capacity to public and private sector critical infrastructure across the region and facilitates the access and participation to additional CISA cybersecurity resources available to strengthen those organizations' cybersecurity capabilities. Prior to this appointment, Mr. Gilbert had served as a senior analyst with the CSA program's former headquarters where he led the development of various tools used by CSAs to measure and strengthen the cybersecurity and risk management capabilities of critical infrastructure organizations, to include being a contributor to CISA's Cyber Resilience Review, Cyber Infrastructure Survey, and External Dependencies Management assessment methodologies. Prior to joining CISA and DHS, Mr. Gilbert previously served with the Virginia Army National Guard, and in the U.S. Army's 82nd Airborne Division.

Scott Scheurich

NCR Regional Cybersecurity Coordinator

Mr. Scheurich has been supporting various regional programs, workgroups, and committees in the National Capital Region for more than 16 years. In that time, he has served multiple technical and management roles in the execution of regional, information technology funded by federal homeland security grants. Currently, Mr. Scheurich serves as the Regional Cybersecurity Coordinator (RCC) for the National Capital Region and interacts regularly with security officials in local, state, and the federal government to find common needs, solutions, and funding opportunities to manage cybersecurity risk within and across governments and partners. Prior to his current role, Mr. Scheurich served as the technical program manager for the Fire and Rescue CAD2CAD Service and the Identity and Access Management Service (IAMS) from their inception through operation. Mr. Scheurich works for Ashburn Consulting LLC, a small business in Northern Virginia aimed at providing information security and networking services to federal, State, and local governments and educational entities. Mr. Scheurich is a lifelong resident of Northern Virginia and a Hokie. When he is not working, Mr. Scheurich enjoys time with his family and plays golf.

Major General Allan M. Pepin

Commanding General, Joint Task Force - National Capital Region (JTF-NCR) and U.S. Army Military District of Washington (USAMDW)

MG Allan "Al" M. Pepin assumed command of the Joint Task Force-National Capital Region and the U.S. Army Military District of Washington on June 8th, 2021. He previously served as the Deputy Commanding General, United States Army Special Operations Command at Fort Bragg, North Carolina. MG Pepin received his commission as a distinguished military graduate through the U.S. Army ROTC program at the Wentworth Institute of Technology in Boston, Massachusetts where he received a Bachelor of Science in Architectural Engineering. MG Pepin's previous battalion and higher command tours include commanding the 1-145th Aviation Regiment; Task Force 1-160th Special Operations Aviation Regiment (A) (SOAR); 3d Combat Aviation Brigade, 3d Infantry Division; and the Commanding General of the U.S. Army Special Operations Aviation Command. At the General Officer headquarters level he served as the Chief of Staff for the U.S. Army Aviation Center of Excellence, and as the Executive Officer to the Commanding General, U.S. Army Forces Command. MG Pepin's deployments include classified deployments and multiple rotations to both Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom in Iraq with the 160th Special Operations Aviation Regiment (A) (SOAR), 82nd Airborne Division, and 3d Infantry Division. MG Pepin attributes his personal awards to the teamwork and mission accomplishment of the great Soldiers and Civilians he had the honor to serve with throughout his career. He has earned the Combat Action Badge, Expert Infantryman Badge, the Master Aviator Badge, Master Parachutist Badge, the Air Assault Badge, and the Ranger Tab. MG Pepin holds Masters Degrees in Business Management and National Security and Strategic Studies.

Colonel Joseph C. "Joe" Novario

Assistant Chief of Staff G-7, Area of Responsibly: Analytics and Communications Strategy, Marine Corps National Capital Region

Colonel Novario graduated with a Bachelor of Science in History from Jacksonville University and was commissioned as a Second Lieutenant in the U.S. Marine Corps in 1998. After completing The Basic School, he was assigned the primary specialty of Logistics Officer. He reported to his first operational tour in Kaneohe Bay, Hawaii for duty with the 2nd Battalion 3D Marine Corps Infantry Regiment. During his time with 2/3 he served as the Battalion Maintenance Management Officer, Armory Officer, and Battalion Logistics Officer. Upon completion of his assignment with 2/3 he was assigned to Inspector Instructor duty with Marine Wing Support Squadron 472 for duty as a site commander in Wyoming, Pennsylvania. In his three years there he mobilized a portion of the unit for duty in Afghanistan and aided in the mobilization of the entire squadron for duty in Iraq. He deployed with the squadron for duty as the battalion supply officer and battalion logistics officer.
He was then assigned as the company commander for Motor Transport Maintenance Company in Okinawa, Japan. He served as company commander for two years and was transferred to the 31st Marine Expeditionary Unit for duty with Combat Logistics Battalion 31. He served as the battalion operations officer and planned and executed amphibious deployments to the Philippines, South Korea, Australia, Indonesia, Cambodia, and Burma. He was then assigned to TECOM for duty with the Marine Corps Center for Lessons Learned as the Operations Officer. Upon his completion of two years with Lessons Learned, he was selected to attend the Marine Corps Command and Staff College and earned a Master's Degree in Military Studies. He was then transferred to Camp Lejeune for duty with Combat Logistics Battalion Two as the Battalion Executive Officer.

Colonel Todd Randolph

Commander, 316th Wing and Installation for Joint Base Andrews- Naval Air Facility Washington, Maryland

Colonel Todd E. Randolph is the Commander of the 316th Wing and Installation Commander for Joint Base Andrews-Naval Air Facility Washington, Maryland. As the host wing for Joint Base Andrews, the 316th Wing provides security, personnel, contracting, finance, medical and infrastructure support for five wings, three headquarters, and over 80 tenant organizations, as well as 60,000 Airmen and families in the National Capital Region and around the world. Additionally, the 316th Wing supports contingency operations in our nation's capital with immediate response rotary assets. It also provides security for the world's highest visibility flight line and is responsible for operations of the Air Force Memorial and the Air Force Arlington Chaplaincy. Prior to this assignment, Colonel Randolph was the Commander, 27th Special Operations Mission Support Group at Cannon Air Force Base, New Mexico. The 27 SOMSG provides base support and services activities to ensure mission readiness of the 27th Special Operations Wing, including facility construction and maintenance, housing, food service, law enforcement, fire protection, explosive ordnance disposal, disaster preparedness, communications, personnel support, lodging, recreation, supply, contracting, transportation, logistics plans and other base services supporting 6,500 military personnel, civilian employees, their families and 6,000 retirees for all units and associated organizations on Cannon. Colonel Randolph hails from Baltimore, MD where he enlisted in the Air Force in 1989.

Captain Grahame Dicks

Chief of Staff, Naval District Washington

A native of La Canada, California, CAPT Dicks was commissioned in May 1996 and upon completion of flight training in June 1998, was designated a naval aviator and selected to fly the SH-60B Seahawk. CAPT Dicks' at sea assignments include tours with Helicopter Anti-Submarine Squadron LIGHT FOUR SIX (HSL-46) where he completed the Seahawk Weapons & Tactics Instructor course and was named Pilot of the Year for 2001; Commander, Strike Force Training Atlantic where he served as Flag Aide; and HSL-44 where he served as the Officer-in-Charge of Detachment TWO onboard USS Monterey (CG 61) and as the squadron Maintenance Officer. During these assignments, CAPT Dicks completed multiple deployments to the FIFTH and SIXTH Fleet Areas of Responsibility. Ashore, CAPT Dicks has served with Air Test and Evaluation Squadron ONE (VX-1) at NAS Patuxent River, MD where he was assigned to the MH-60R Multi-Mission Helicopter program; served at the Joint Staff, Joint Operations Directorate (J-3), as Operations Officer and Deputy Division Chief for the European Command and NATO division; and at the Nimitz Operational Intelligence Center, Office of Naval Intelligence where he served as the Deputy, Naval Warfare and Director, Air Warfare/SPEAR. CAPT Dicks has twice had the honor of command. Operationally, he served as the 23rd commander of Helicopter Maritime Strike Squadron FOUR-SIX (HSM-46) in Mayport, FL. During his time in the command, HSM-46 achieved significant success as back-to-back winners of both the Battle "E" and the Sikorsky Golden Wrench Award for Maintenance Excellence, as well as other unit level awards. Ashore in major command, CAPT Dicks led Naval Support Activity Washington (NSAW) from July 2018 to June 2021. Headquartered at the Washington Navy Yard, NSAW is responsible for the oversight and operations at seven fence lines in the National Capital Region as well as 34 executive homes including the Navy's senior leaders and the Vice President's Residence.

David E. O'Connell

Commander, U.S. Coast Guard Sector Maryland-NCR

As Sector Commander of Maryland-National Capital Region (NCR), CAPT David O'Connell leads Coast Guard operational forces in the execution and coordination of all maritime safety, security, and environmental missions. This includes eight Multi-Mission Stations, three Aids to Navigation Teams, and one CG Cutter operating on the Potomac River, Chesapeake Bay north of the VA/ MD line and its tributaries, as well as Ocean City, MD. Prior to assuming Command of Sector MD-NCR, Captain O'Connell served as the Chief of Prevention for the Fifth Coast Guard District. In this position, Captain O'Connell oversaw the Coast Guard's Maritime Prevention mission including Maritime Safety, Security, Inspections, Investigations, Recreational Boating Safety, Waterways Management, Aids to Navigation, Ice Breaking, Bridge Management, and Offshore Energy projects for the Mid-Atlantic Region from New Jersey to the North Carolina/South Carolina boarder. Captain O'Connell's previous Coast Guard port tours include Coast Guard Sector Los Angeles-Long Beach and Sector Boston. In addition to being a Prevention Officer, Captain O'Connell is also a Coast Guard JAG officer. His legal tours include the U.S. Naval War College's International Law Department instructing in the areas of maritime law enforcement, maritime security operations and international law; the Department of Justice, Environmental Crimes Section, where he prosecuted numerous vessel pollution cases against vessel owners and operators for violations of international and domestic pollution regulations; the Coast Guard's Office of Maritime and International Law's Prevention Law Group, where he worked on international law, ocean policy, marine safety/security, and environmental protection issues; and the Pacific Area JAG office. Captain O'Connell is a native of East Hampton, N.Y, He has been married to his wife Kelly for 21 years, and they have two children, Quinn (15) and Layne (17).

25 years of AMBER Alerts

"When 9-year-old Amber Hagerman was abducted in January of 1996, there was no easy way for law enforcement to quickly alert the public to child abductions. That all changed when one ordinary citizen, saddened by Amber's story, stepped up and contacted her local Dallas-Fort Worth radio station in Texas. Diana Simone knew that if the public heard about a child abduction, they would want to help. Her idea was to have local radio stations alert the public when a child abduction occurred in their community so they could send in tips to law enforcement.

By October of 1996, the first AMBER (America's Missing: Broadcast Emergency Response) Alert plan—named in honor of Amber Hagerman—launched in the Dallas-Fort Worth area. Now, 25 years later, at least **1,074** abducted children all around the country and world have been safely recovered as a direct result of AMBER Alerts.

"AMBER Alert has been wildly successful, and it is because of the public and their involvement and concern for the children in their community," said Mike Simmonds, senior chief at the Tarrant County Sheriff's Office in Texas, who helped develop the first AMBER Alert plan." Scan the QR Code to continue reading.

Ross Coates

Public Safety Manager, Department of Emergency Services, Harford County, MD

Ross Coates is the Chief of the 9-1-1 Center for the Harford County, MD Department of Emergency Services. The county's 911 center provides 9-1-1 and non-emergency call-taking services as well as performing Fire, EMS, and Law enforcement dispatch for various public safety agencies in the county. He has over 25 years of experience in the 9-1-1 and Emergency services field. Ross is currently the Chairman of the MACo Emergency Communications Committee, who recently worked closely with the The Commission to Advance Next Generation 9-1-1 Across Maryland and legislators, to pass groundbreaking 9-1-1 advancement laws. He is a National Emergency Numbers Association (NENA) Certified Emergency Numbers Professional (ENP) and Communications Center Manager (CMCP) as well as a Certified Communications Unit Leader (COM-L) through FEMA. He has served on and lead many other local and regional committees relating to public safety operations, emergency communications, and 9-1-1 related topics. With a strong passion and understanding of technology, Ross has been able to bring significant improvements and implement several systems within the county's public safety structure which have enhanced the county's preparedness and response. He is a recognized leader, educator and project facilitator in the industry.

Heather McGaffin

Deputy Director, DC Office of Unified Communications

Heather McGaffin joined OUC in October 2020 as the Chief of Special Operations and Investigations and became the Deputy Director in February of 2022. She has over 20 years of public safety experience working in both the public and private sectors of the 911 industry and as a field responder. Heather has her Emergency Number Professional (ENP) certification through the National Emergency Number Association (NENA) and is a member of the Association of Public Safety Communications Officials International (APCO).She has helped emergency operations centers across the nation in organizational restructuring, training development and implementation, and Next Generation 911 migration. Heather received her B.S. in English from Radford University.

Carolyn Montagna

Director of the DC Metropolitan Police Department's Joint Strategic and Tactical Analysis Command Center (JSTACC)

Carolyn Montagna is the Director of the Metropolitan Police Department's Joint Strategic and Tactical Analysis Command Center (JSTACC). The mission of the JSTACC is to research, correlate, and disseminate timely, accurate, and actionable information from multiple sources to support robust analysis and deploy personnel and resources in real-time. Using state of the art technology, the JSTACC provides 24-7 support while using a proactive and data-driven approach to law enforcement. The JSTACC Division is comprised of over 150 sworn and civilian personnel. The JSTACC Division is currently comprised of the following units: Command Information Center (CIC), Investigative Support Section (ISS), the Research and Analytical Services Branch (RASB), the Research and Evaluation Branch (REB), the Teletype Section, and the Telephone Reporting Unit (TRU). During her tenure with MPD, Carolyn has continuously worked to implement new technology and analytical and intelligence techniques to support law enforcement operations and public safety initiatives for the department. She represents MPD on internal and external working groups and task forces established to review and resolve public safety problems. She also oversees communication and facilitates collaboration between local and federal law enforcement agencies during activations of MPD's Joint Operation Command Center (JOCC) during major planned and unplanned events.

Jennifer Richter

Partner and Chair of the Telecommunications, Media & Technology Practice, Akin Gump Strauss Hauer & Feld, LLP

Jennifer Richter has represented technology and communications companies and investors for nearly three decades. She brings years of in-depth experience in the technology and communications field to her clients in the industry. She gained her insider's knowledge of the business while serving as vice president and general counsel of a wireless communications company she helped build and sell to the Sprint Corporation. Jennifer is recognized for exceptional depth in matters related to the wireless networks—spectrum transactions and wireless regulation. Jennifer represents a number of clients on drone applications, strategies and compliance. She was a voting member on the FAA's Aviation Rulemaking Committee that studied and made recommendations to the FAA Administrator about technologies to enable remote tracking and identification of Unmanned Aircraft Systems (UAS). She serves on the steering committee of the ANSI Unmanned Aircraft Systems Standardization Collaborative (UASSC). Jennifer is an active participant in NASA's UAS Traffic Management (UTM) working groups. She is a subject matter expert on the FCC's Technological Advisory Council on UAS, and the Department of Homeland Security's Critical Infrastructure Partnership Advisory Council (CIPAC), which is studying how to protect critical infrastructure from drones. For the Cellular Telecommunications and Internet Association (CTIA)/NASA UAS Working Group, Jennifer is active with members, the FCC and the FAA on spectrum solutions for UAS, including UAS command/control links, tracking and identification, payload communications, collision avoidance and UAS traffic management system.

Mike Baltrotsky

Assistant Chief, Montgomery County Maryland - Fire and Rescue Service

Mike Baltrotsky is an Assistant Fire Chief for the Montgomery County Maryland, Fire and Rescue Service (MCFRS). In his current position as the Technology Director for the MCFRS, Mike oversees a team of personnel over all Fire and Rescue technology, integrated networks, enterprise systems, computer aided dispatch systems, records management systems, land mobile radio systems, landline and cellular phones, spanning across nearly 2800 members of the MCFRS. Mike has served in the MCFRS for 24 years and served as a volunteer for 10 years prior to his career appointment. He also serves as the program lead for the National Capital Region Communications Interoperability Group, Chair of the National Capital Region Public Safety Communications Subcommittee, and the Chair of the Operations Committee for the Region 20 - 700/800 MHz Regional Planning Committee.

Kim Kadesch

Director of the Office of the National Capitol Region Coordination (ONCRC), FEMA

Mr. Kim R. Kadesch was appointed as the Director of the Office of the National Capital Region Coordination on 12 August 2013. Prior to this appointment, he served for four years as the Executive Officer in the Office of the Associate Administrator for Response and Recovery at FEMA. Mr. Kadesch joined FEMA in 2008 as a member of the Federal Coordinating Officer cadre, assigned to FEMA Region III and has deployed to disasters including flooding in the Northeast and the Midwest, Hurricane Gustav, the 2009 Kentucky ice storm, Hurricane Irene, the east coast earthquake, and most recently Superstorm Sandy. Prior to joining FEMA, he was on active duty for over thirty years in the United States Army, serving ten years as a Colonel in numerous senior command and staff positions. His Army career consisted of operational assignments in Infantry and Special Operations units where he participated in operations from Urgent Fury to the Global War on Terrorism. That experience included service as a Defense Coordinating Officer in the Pacific theater and as the Operations Officer for the US Pacific Command's Joint Task Force for Homeland Defense. He commanded units from Company to Brigade level. Kim earned his Bachelor's Degree from the United States Military Academy at West Point. He is a graduate of the US Army War College and holds a Master's Degree in Public Administration from Shippensburg University. His military awards include the Distinguished Service Medal. He and his family reside in Loudoun County, Virginia.

Donte O. Lucas

Bureau Chief, Joint All-Hazards Operation Center (JAHOC), DC HSEMA

Donte Lucas was born and raised in the Washington, DC or immediate surrounding areas. After high school he studied electrical engineering at Virginia State and North Carolina A&T State Universities, while also serving as an intern at the U.S. Department of Agriculture. Donte supported the Special Events Division as a program analyst prior to being selected to serve as the District's State Hazard Mitigation Officer. In October 2017, Donte was appointed as the Readiness and Response Coordination Bureau Chief where he is responsible for state-level planning and operational coordination associated with incident management. Mr. Lucas recently transitioned to the Situational Awareness Bureau where he leads the District and regional (NCR) watch/warning, dispatch, and initial resource coordination functions for low-typed incidents.

Gabe Lugo

Deputy Chief of Public Affairs, DC HSEMA

Gabe Lugo is the Deputy Chief of External Affairs of the DC Homeland Security and Emergency Management Agency (HSEMA). In this role, Mr. Lugo serves as the Lead Public Information Officer (PIO) for HSEMA and the District's Joint Information Center. His portfolio includes public affairs, media relations, public alert & warning, digital communications, and PIO training. He also provides emergency communications counsel to HSEMA's Senior Leadership Team and the Executive Office of the Mayor. HSEMA houses the District's Emergency Operations Center, District Watch Center, and the District Fusion Center. Prior to HSEMA, Mr. Lugo served as a Public Affairs Lead and PIO for the Federal Emergency Management Agency (FEMA). In this role he was responsible for SLTT PIO coordination, media relations, strategic communications, and disaster response for the entire Mid-Atlantic region. This included numerous deployments in support of the COVID-19 mass vaccination mission, and Operation Allies Welcome (Afghan refugee resettlement). This role followed a year of service at FEMA Headquarters where Mr. Lugo worked as a Situational Awareness and Social Media Analyst in the Office of External Affairs. In this role, he supported the National Response Coordination Center (NRCC) during major incidents such as hurricanes, earthquakes, and the initial response to the COVID-19 pandemic. Mr. Lugo has also served in several other public safety organizations. These include roles with the Virginia Department of Emergency Management, VCU Police Department, City of Richmond Police Department, City of Richmond Office of Emergency Management, and he volunteered with several NGOs. Mr. Lugo received a BA in Homeland Security and Emergency Preparedness from Virginia Commonwealth University and is certified by FEMA as an Advanced Public Information Officer.