

WASHINGTON REGIONAL THREAT ANALYSIS CENTER (WRTAC) 2014 Nomination for District of Columbia Team of the Year

Imagine starting over an entire team from scratch: implementing a 100 percent personnel turnover, completely changing a mission set, creating brand new streamlined standard operating procedures, reaching out to federal and local partners in the public and private sector, and going from producing no information to producing over 90 intelligence and analysis products per month. Could you do it?

With a motivated team, dedicated to devoting every second to ensuring the safety and security of the District, the Washington Regional Threat Analysis Center (WRTAC) did exactly that. In one year, a committed WRTAC team accomplished the impossible.

The WRTAC Team

The WRTAC is an “all-threats, all hazards” fusion center serving the District and the National Capital Region (NCR). The WRTAC helps to protect District residents by facilitating information integration between dozens of federal and local partners throughout the NCR and the United States to detect, prevent, and respond to terrorist and other criminal activity, as well as any catastrophic event.

In July 2012, the WRTAC was relocated from the Metropolitan Police Department (MPD) to the Homeland Security Emergency Management Agency (HSEMA). The change required a **100 percent personnel turnover** and a **full reorganization** of operating procedures. To better integrate with and support the needs of HSEMA, the WRTAC’s mission was changed from one of primarily law enforcement support with some homeland security functions to an “all-threat, all-hazards” mission. This demanded the need to find driven, motivated individuals with varying subject matter knowledge and a willingness to build a fusion center from scratch.

To implement a streamlined standardized operating structure within the newly reorganized center, WRTAC leadership and analysts worked together to implement efficient concept of operations (CONOPS), standard operating procedures (SOPs), and Standing Information Needs (SINs) - **none of which previously existed**. These policies have been instrumental in guiding operations during both a steady state and when unplanned catastrophic events impact the District.

Commitment! Communication! Collaboration!

The WRTAC is now governed by a multi-agency advisory board that demands constant interfacing with District stakeholders. Chaired by the Deputy Mayor for Public Safety and Justice, the advisory board includes the Chief of MPD, the Director of HSEMA, the Chief of the Fire and Emergency Medical Services Department, the Chief Technology Officer, the Director of the Office of Unified Communications, and the Director of the Department of Health. WRTAC consistently and seamlessly integrates with each stakeholder to ensure all District needs are not only being met, but exceeded.

To meet District and NCR needs, the WRTAC is charged with **information-sharing among the 30 plus NCR law enforcement agencies, supporting over 20 overlapping federal jurisdictions, as well as producing intelligence/analysis products**. In order to assist in the seamless sharing of intelligence and the development of relationships across agencies, the WRTAC successfully expanded its liaison officer (LNO) representation from **five partners in January 2013 to over 30** local, state, federal and private agency representatives at present.

After finally hiring a completely new staff in June 2013, the WRTAC began to creatively engage stakeholders within the District to establish proper information and intelligence-sharing mechanisms and collaboration mechanisms for the enhanced safety and security of the District and its residents. The WRTAC produces a range of products on a regular basis to support District needs. **The WRTAC went from producing zero products per month (Jan-Feb 2013) to producing approximately 90 products per month.**¹ These products ensure that all WRTAC partners have the information they need to carry out their mission sets.

WRTAC Highlights and Accomplishments

Throughout 2013 and 2014, the WRTAC team worked together arduously, many times sacrificing personal time and priorities, for the betterment of the center. Knowing that it was a lean office with a large mission, each of the analysts and leadership members prioritized the mission and worked tirelessly to build an invaluable asset to the District and the homeland security enterprise. Some highlights and examples of the work that the WRTAC did in this past year follow:

- **Response to Emerging Events:** The WRTAC systemically produces intelligence products and frequently creates joint products in collaboration with the other three fusion centers in the NCR. The WRTAC developed a format that provides products and assessments for planned events, such as National Security Special Events and Department of Homeland Security Special Event Assessment Rating events. In particular, this year, the WRTAC has provided threat assessments for the presidential inauguration, the State of the Union Address, the 4th of July Celebration, the 9-11 Anniversary events, and the March on Washington. In addition, the WRTAC provides intelligence products for unplanned events, to include providing vetted information to WRTAC partners during events such as the Navy Yard shooter event in September 2013.
- **Integration of Intelligence in the Emergency Operations Center:** Unique to the WRTAC is its close collaboration with the District's Emergency Operations Center (EOC). The WRTAC participates in the incident command structure established within the EOC during activations by providing situational awareness. The WRTAC is integrated into all District-wide exercise planning and execution and has been the provider of classified and unclassified briefings to the EOC during all planned and exercised EOC activations.
- **Nationally Recognized Value-Added Analysis:** A Department of Homeland Security portfolio of fusion center analytic products to be shared with congressional partners included 16 WRTAC products, the most from any one fusion center in the nation (there are 78 nationally-recognized fusion centers).
- **Best Practices Outreach:** Analysts from the WRTAC have been invited speakers, panelists, and participants in national-level discussions, conferences, and working groups to share best practices. Recently, WRTAC analysts were invited speakers at the CIA Kent School, the Naval Postgraduate School, the DHS Specialized Analytic Series, the GWU Emergency Management in Higher Education Seminar, the Emergency Healthcare Coalition Annual Conference, and the DC Neighborhood Preparedness Coalition, among others.
- **Public Safety Outreach:** Recently, WRTAC analysts have coordinated with the District's Business Emergency Operations Center (BEMOC) to conduct outreach to the private sector. The WRTAC has provided threat and warning information to participating private sector businesses, as well as training on suspicious activity reporting. In addition, the WRTAC, along with FBI and DHS, provided briefings to non-traditional public safety partners (such as entertainment and nightlife representatives, public works employees, and healthcare employees).
- **Fire/EMS and Law Enforcement Integration:** The WRTAC has worked closely over the past year with FEMS and MPD, often developing products for the safety, education, and protection of these public safety entities. In addition to products, the WRTAC has developed (and administers) an eight-hour training block recently instituted at the MPD Academy for each new recruit to learn about and develop skills in intelligence-led policing, critical thinking, and the homeland security enterprise. The WRTAC also holds a weekly training at the DC FEMS Academy during the Basic Life Support recertification course. Within the next two years, all of DC FEMS will have received this training.
- **Recognition on National Level:** The WRTAC has hosted several significant visits from high-level individuals interested in the work being done by the team, to include the Director of National Intelligence, the Commander (4-star) of NORTHCOM, and a congressional delegation.

Based upon the above accomplishments in less than one year, which cannot have been met without the WRTAC team's dedication and commitment, we respectfully nominate the WRTAC for, and believe it is deserving of, recognition as the 2014 District of Columbia Team of the Year.