

Preparedness Capability Report

District of Columbia, 2015



July 2016



EXECUTIVE SUMMARY

This 2015 *District of Columbia Preparedness Capability Report* fulfills the annual reporting requirement of the Homeland Security, Risk Reduction, and Preparedness Amendment Act of 2006, which requires the Executive to submit to the Council of the District of Columbia an annual report describing the current level of preparedness of the District of Columbia. This annual report covers the period from January 1, 2015 through December 31, 2015. It provides a summary of the District's current capabilities in homeland security and emergency management and includes discussion of the following accomplishments:

- **Papal Visit** – Pope Francis made a historic trip to the District in September 2015, which was designated a National Special Security Event by the U.S. Department of Homeland Security (DHS). The Pope's stay included appearances at the White House; Capitol Building; Catholic churches, such as the Cathedral of St. Matthew the Apostle; and a parade that drew thousands of onlookers. The Homeland Security and Emergency Management Agency (HSEMA), along with federal, regional, and local partners, started planning and logistical coordination efforts months prior to the event. With the Pope's arrival, the District activated its Emergency Operations Center to provide situational awareness and operational support to ensure the safety of the Pope and the public.
- **Securing the Cities** – Securing the Cities (STC) is a 5-year grant program funded through the U.S. DHS Domestic Nuclear Detection Office. The program seeks to reduce the risk of a radiological or nuclear attack against a major metropolitan area. In 2014, the National Capital Region (NCR) was awarded the STC grant. HSEMA has since partnered with 25 regional government agencies and organizations to determine how to use STC funding to provide radiological/nuclear detection equipment, training, information sharing, and a regional cooperative framework to first responders throughout the NCR.
- **Disability and Access and Functional Needs Program** – HSEMA's Disability and Access and Functional Needs (DAFN) program formally began in 2015 with the hiring of a full-time DAFN coordinator. The mission of the DAFN program is to take a whole-community approach in ensuring that the accessibility requirements of individuals with disabilities and others with access and functional needs are integrated into all aspects of the District's preparedness efforts.
- **Crisis Communications Strategy and Public Information Officer Training** – The District established a Crisis Communications Strategy that provides a formal structure for managing accurate, timely, and critical communications during emergencies or disasters. The District's Public Information Officers vetted and received training on the strategy to ensure maximum implementation and impact.

TABLE OF CONTENTS

Overview	1
Accreditation.....	1
Capability Assessment.....	2
Capability Development.....	3
State Administrative Agent and Grant Support Functions	3
District Preparedness System.....	4
Emergency Response System and Emergency Preparedness Council	5
Mission Areas.....	6
Training and Exercises.....	8
Regional Integration.....	11
Capabilities in Action	13
L’Enfant Plaza Metro Incident.....	13
Activating the Emergency Operations Center.....	13
DC All-Hazards Incident Management Team.....	14
Public Affairs	15
Alerting the Public	15
Disability and Access and Functional Needs Program	16
Preparedness Volunteers	16
Special Events.....	17
Mayor’s Special Events Task Group.....	17
Community Events Assistance Fund.....	17
Conclusion	17
Appendix A: Reference List	18
Appendix B: Contributors	19
Appendix C: Training Courses Offered	20

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OVERVIEW

The *2015 District of Columbia Homeland Security and Emergency Management Annual Report* provides information on the 2015 achievements of the District of Columbia Homeland Security and Emergency Management Agency (HSEMA), and the city as a whole, in an effort to move the District forward in its homeland security and emergency management mission. These achievements include successful support of the September Papal visit, implementation of the Securing the Cities program, establishment of HSEMA's Disability and Access and Functional Needs program, and enhancement of the city's crisis communications capability.

These activities, taken together, have allowed the District to continue the development of its preparedness capabilities and set the stage for continued advancement into 2016 and beyond.

ACCREDITATION

The District of Columbia enjoys recognition by the Emergency Management Accreditation Program (EMAP). EMAP is a voluntary review process for state and local emergency management entities. Accreditation is a means of demonstrating, through self-assessment, documentation, and peer review, that a program meets national standards for emergency management programs. It provides emergency management programs with the opportunity to be recognized for compliance with national standards, demonstrate accountability, and focus attention on areas and issues where resources are needed. The District received full accreditation in 2011, and continues to maintain EMAP compliance standards over its accreditation period. HSEMA has begun reviewing documentation and collecting the required materials to support the District's reaccreditation in 2016.



CAPABILITY ASSESSMENT

The current state of the District's homeland security and emergency management capabilities is assessed each year through the Threat and Hazard Identification and Risk Assessment (THIRA) and State Preparedness Report (SPR) development process. The Federal Emergency Management Agency (FEMA) requires government entities to use THIRA in order to receive preparedness grant funding. Annual completion of the District's THIRA and SPR process addresses this FEMA requirement, while also providing the District with a consistent and repeatable process to examine its preparedness capabilities. The outcomes from the process inform the development of the District's preparedness priorities.

Threat and Hazard Identification and Risk Assessment and State Preparedness Report

The District completed the most recent THIRA and SPR on December 31, 2015. THIRA provides a comprehensive approach for identifying and assessing risks and the associated impacts. It enhances existing

local, state, and territorial hazard identification and risk assessments and other risk methodologies by expanding the factors considered in the process, integrating the whole-community approach within the assessment process, and accounting for community-specific factors. The SPR, completed in conjunction with THIRA, functions as an annual self-assessment of preparedness capabilities that outlines a standardized approach for validating each jurisdiction's ability to meet set capability targets.

Overall, across the 31 core capabilities, the team identified nearly 1,800 resource requirements that are necessary to meet the District's capability targets. Sixty-four percent of these requirements were identified as gaps, representing an 11% reduction in gap requirements since completion of the 2014 THIRA.

Additionally, based on the ratings determined through the 2015 SPR process, the District currently exhibits Medium or High levels of preparedness in a majority of the core capabilities. The District government will continue to improve capability performance by targeting future funding investments to create a secure and resilient community, enhancing capabilities

“to prevent, protect against, mitigate, respond to, and recover from threats and hazards that pose the greatest risk.”¹

Homeland Security Commission

In 2015, the Homeland Security Commission completed its annual report. Established by the Homeland Security, Risk Reduction, and Preparedness Amendment Act of 2006, the Homeland Security Commission is composed of nongovernment professionals with subject matter expertise in the areas of security, transportation, communication, risk assessment, and terrorism. The primary function of the Commission is to make recommendations for improvements in homeland security and preparedness in the District and report its findings to the Mayor and the Council of the District of Columbia.

In 2014, the Commission began an examination of the District’s preparedness level in addressing a potential pandemic influenza incident. After completing its initial study, the Commission indicated that it needed additional time to gather more information on this important issue; coincidentally, the Ebola virus disease outbreak in West Africa in 2014–2015 raised concerns about how the District might respond to infected travelers. The focus on Ebola by various District agencies led the Commission to conclude that this afforded a good opportunity to explore some of these public health issues in greater depth. Therefore, the Commission’s analysis of pandemic planning and response in the District extended throughout 2015. The Commission met throughout the year to discuss and evaluate the status of pandemic preparedness within the District based on input from lead agencies and private partners. The Commission’s findings and recommendations are available in the District of Columbia Homeland Security Commission Annual Report (<http://hsema.dc.gov/sites/default/files/dc/sites/hsema/publication/attachments/2015%20HSC%20Annual%20Report.pdf>), which will be used to inform future preparedness planning for pandemic incidents.

CAPABILITY DEVELOPMENT

The District’s homeland security and emergency management mission focuses on the development of preparedness capabilities across the city. Successful execution of this mission requires personnel, governance, policy, and strategy in addition to the financial resources necessary to execute that strategy. The sections below outline the resources and governance structures that the District uses to develop the capabilities that enhance its ability to address the threats and hazards that may impact the city.

State Administrative Agent and Grant Support Functions

HSEMA serves as the state administrative agent (SAA) for several local and regional grant programs administered by the U.S. Department of Homeland Security (DHS), including the State Homeland Security Program (SHSP), Urban Areas Security Initiative (UASI), Emergency Management Performance Grant, National Special Security Event Program, Securing the Cities Program, and the Port Security Grant Program. For fiscal year (FY) 2015, the grant awards for these programs totaled more than \$69 million. Through these grant programs, the SAA provides programmatic oversight to more than 500 individual grant-funded homeland security projects in the District of Columbia and the national capital region (NCR) to ensure that the projects are making progress, meeting milestones, and are in compliance with applicable grant guidance.

In their oversight role, the SAA tracks the financial status of subgrants and authorizes reimbursement payments for the allowable expenses that these projects incur. To support these efforts, the SAA created the Comprehensive Grants Management System (CGMS) in 2015 to streamline the documentation and management of the subgrantee process. Along with the CGMS rollout, the SAA provided training on the system to all subgrantee project leads and key agency personnel.

¹ Presidential Policy Directive 8, Updated June 16, 2016, <http://www.fema.gov/learn-about-presidential-policy-directive-8>

Table 1: FYs 2013-2015 Grants Summary

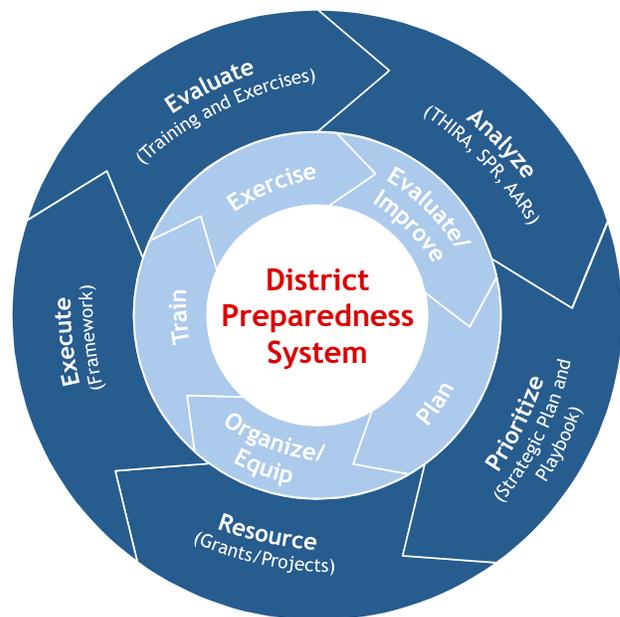
District of Columbia / National Capital Region FY 2013-2015 All Grants Summary						
Grant Name		DC/NCR	FY 2013	FY 2014	FY 2015	TOTAL
Homeland Security Grant Program (HSGP)	Urban Area Security Initiative (UASI)	NCR	\$51,839,027	\$53,000,000	\$54,000,000	\$158,839,027
	State Homeland Security Program (SHSP)	DC	\$3,581,094	\$4,119,000	\$4,141,500	\$11,841,594
	UASI Nonprofit Security Grant	NCR	\$712,418	\$875,200	\$265,753	\$1,853,371
	HSGP Subtotal			\$56,132,539	\$57,994,200	\$58,407,253
Other Grants	Emergency Management Performance Grant (EMPG)	DC	\$2,889,921	\$3,049,080	\$3,053,679	\$8,992,680
	National Special Security Event (NSSE) Grant Program	DC	\$1,632,868			\$1,632,868
	Securing the Cities (STC) Program	NCR		\$6,000,000	\$7,500,000	\$13,500,000
	Port Security Grant Program (PSGP)	DC			\$592,500	\$592,500
	Other Grants Subtotal			\$4,522,789	\$9,049,080	\$11,146,179
TOTALS			\$60,655,328	\$67,043,280	\$69,553,432	\$197,252,040

District Preparedness System

The District Preparedness System (DPS) provides a consistent foundation for preparedness activities throughout the District. The DPS acknowledges that preparedness is no longer considered a pre-disaster phase of emergency management. Rather, preparedness is a continuous process that will be incorporated throughout all phases of the District’s emergency management program, including prevention/protection, mitigation, response, and recovery.

The DPS comprises the doctrine, organizational structures, documentation, and operational procedures that enable the District to assess and develop targeted capabilities in a strategic manner to meet established goals in all areas of its preparedness mission. It encompasses all elements

Figure 1: District Preparedness System



of the preparedness cycle that allow the District to identify capability gaps (THIRA, SPR, and after-action reports [AARs]), prioritize capabilities for development (strategy, playbook), provide resources for the development of top-priority capabilities (grant-funded projects), and execute those capabilities when required by real-world events (framework, operational/District-wide plans).

Several DPS milestones were achieved in 2015, including the development and publication of emergency preparedness plans, and the development of the DPS Planning Toolkit and SharePoint site for preparedness planning collaboration across the District.

District Preparedness System Plans

HSEMA and partner agencies were in the process of developing 33 emergency plans in 2015. Six priority plans in development include the District Damage Assessment Plan, District Evacuation Plan, District Mass Care Emergency Operations Plan, District of Columbia Ebola Playbook, District Debris Management Plan, and the District Crisis Communications Plan.

District Preparedness System Planning Toolkit and SharePoint Site

Another DPS milestone achieved in 2015 was the development of numerous resources for inclusion in the DPS Planning Toolkit. The Toolkit provides practical application of planning principles through guidance documents and planning tools (i.e., process/procedures, templates, worksheets, guidance, and presentations) that enable consistent development of preparedness plans. The purpose of the Toolkit is to provide preparedness planning staff across the District with a standardized plan development process, based on planning fundamentals consistent with national planning standards. The Toolkit has been disseminated to District and regional stakeholders who wish to develop preparedness plans, boosting planning capabilities throughout the District and the NCR.

To further enhance the utility of the DPS Toolkit and other planning resources, the HSEMA Planning Team is in the process of creating a DPS SharePoint site. Once launched in 2016, the SharePoint site will function as a central repository for standard information created by DPS stakeholders and as a key mode by which DPS stakeholders can collaborate electronically.

Emergency Response System and Emergency Preparedness Council

The District of Columbia Emergency Response System (DCERS) Committee is the day-to-day oversight body for the District's UASI- and SHSP-funded projects. After becoming fully operational in 2014, the Committee continued to oversee the selection and execution of grant-funded projects throughout 2015. During monthly meetings, the committee discussed strategies, set priorities, and provided input and guidance to relevant District departments and agencies on issues of emergency preparedness. Within the DCERS Committee, there are four subcommittees aligned to the preparedness mission areas (prevention/protection, mitigation, response, and recovery). These subcommittees serve as the subject matter experts on programs and projects that support the development of preparedness capabilities within their mission area.

In support of the DCERS Committee and subcommittees, the DCERS Program Management Office (PMO) bolsters existing emergency management and homeland security capacity through the integration of policies, training, resources, information sharing, and project management. The PMO ensures the effective, results-focused operations of DCERS by supporting strategy development in alignment with perceived threats and the capability gaps identified through THIRA and the SPR, ensuring alignment of projects to District preparedness strategy, and coordinating with District and regional entities.

Mission Areas

The following sections highlight some of the accomplishments of each of the DCERS mission area subcommittees and their programs throughout the year.

Prevention/Protection

The District's Prevention/Protection Program is designed to develop the capabilities necessary to prevent a threatened or actual act of terrorism, and protect the District against acts of terrorism, as well as natural and technological disasters and human-caused incidents. In 2015, the District advanced the mission area by developing the Prevention/Protection Program Plan and presented information on the District's Prevention/Protection Program at the 2015 National Homeland Security Conference.

Prevention/Protection Program Plan

The Prevention/Protection Program started the first of its kind Prevention/Protection Program Plan, with the first draft submitted in December 2015. This program plan informs District stakeholders of the short- and long-term requirements to build and sustain the Prevention/Protection Program. It assigns tasks and responsibilities to stakeholders; assists the District in building, sustaining, and delivering a comprehensive Prevention/Protection Program that aligns with federal guidance and District doctrine; and ensures inclusion of whole-community partners in the identification and execution of projects.

National Homeland Security Conference, District Prevention/Protection Presentation

The HSEMA Planning Team applied and was selected to present at the National Homeland Security Conference in June 2015. The presentation provided emergency management professionals from around the country the chance to learn about the District's unique Prevention/Protection Program, which has the potential to set national standards for how local emergency managers can integrate the tasks and responsibilities of stakeholders, such as law enforcement, into emergency planning efforts.

Mitigation

The District's Mitigation Program seeks to reduce losses from disasters by implementing mitigation actions and policies that are based on hazard identification and vulnerability analysis, integrated planning, stakeholder involvement, grants management, and investment from governmental and nongovernmental sources. In 2015, the Mitigation Program took important steps to advance flood risk mitigation, while also creating a comprehensive District Risk Reduction Strategy.

Flood Risk Mitigation, D.C. Silver Jackets Team



Flood risk management is critical in the District because low-lying areas of the city can be affected by river and coastal storm surge, as well as interior flooding. The D.C. Silver Jackets, established in 2014, help address this risk. They are an interagency team composed of local, regional, and federal partners who collaborate on flood risk issues. The team's goals include identifying and quantifying flood risk, assisting with the implementation of flood risk projects, and improving outreach efforts.

In 2015, to further leverage the subject matter expertise of the D.C. Silver Jackets, the District integrated the team into the Incident Command System structure. Should a major flood incident occur, Silver Jacket team members will participate in associated Emergency Operations Center (EOC) activations to ensure the incorporation of incoming flood data into emergency operations.

Risk Reduction Strategy

HSEMA's Mitigation Program hosted the FEMA and District Risk Reduction Strategy workshop on July 13, 2015, with members from the District Department of Energy and Environment (DOEE), DC Water, Pepco, District Department of Public Works (DPW), and the Executive Office of the Mayor, among others in attendance.

During the meeting, presenters discussed the District departments' roles and responsibilities in risk reduction; reviewed high-priority categories of community risk for further planning; and discussed how to align mitigation activities related to training, service projects, flood mapping and studies, and environmental and historic preservation in order to fill identified gaps. Based on the workshop, it was determined that the primary risks facing the District are flooding, power outages, and extreme heat. The team will continue efforts in 2016 to develop a District risk strategy that can leverage resources to most effectively address these primary risks.

Response

Having been established prior to the DPS through the District's Emergency Support Functions, Response is currently the most robust mission area within the DPS. The program is focused on the capabilities necessary for saving lives, protecting property and the environment, and meeting basic human needs after an incident has occurred. Continuing to build out the District's response capability, the District's response program completed the following activities in 2015:

District of Columbia Ebola Playbook

The Ebola virus disease outbreak in West Africa in 2014–2015, as well as confirmed Ebola cases in the United States, prompted District agencies to write the District of Columbia Ebola Playbook. The playbook defines the roles and responsibilities of District departments and agencies during the notification of, response to, and recovery from potential Ebola cases. It was designed to allow a single department or agency to be informed of the actions that other departments and agencies are taking on an

ongoing basis. The playbook outlines activities for the following five phases: initial notification, field evaluation and response, hospital evaluation and response, confirmation and response operations, and post response.

District Damage Assessment Plan

HSEMA and the District's Department of Consumer and Regulatory Affairs began development of the District Damage Assessment Plan in fall 2014. The purpose of the plan is to lay out an innovative and comprehensive system for assessing emergency or disaster damages to the District's natural and built environments. The concept of operations leverages an array of public safety resources and existing processes to outline how damage assessment personnel will account for damages to public space and real estate, private residential property, and private commercial property. Final drafts of the plan and functional annexes were completed in December 2015.

Hazardous Materials/Chemical, Biological, Radiological, Nuclear, and Explosives Detection

Both natural and human-caused disasters can result in situations in which hazardous materials are released into the environment. To address the serious threat of uncontained hazardous materials, the DC Fire and Emergency Medical Services (FEMS) and DOEE boosted Hazardous Materials/Chemical, Biological, Radiological, Nuclear, and Explosives detection and identification capabilities by procuring additional equipment and conducting a series of training and exercise activities.

FEMS replaced mass spectrometers and provided user training to first responders. DOEE increased its response capabilities through the purchase of air and water monitoring devices and hazardous materials response equipment. The new equipment, combined with training and exercises using that equipment, allowed the DOEE Emergency Response Team to advance from a National Incident Management System (NIMS) Type III hazmat team capability to a NIMS Type II status.

Fatality Management

The response mission area experienced a boost in its Fatality Management Services capability, with the District's Office of the Chief Medical Examiner (OCME) leading the way. In 2015, OCME improved stakeholder planning and coordination, procured equipment for the storage and recovery of decedents, and advanced information sharing with mass care services.



OCME founded and continues to chair the NCR Fatality Management Workgroup under the Regional Emergency Support Function for Public Health and Medical Services. One of the workgroup's achievements was the creation of a fatality management resource database, which tracks existing mass fatality plans and equipment across the NCR. OCME further bolstered its information-sharing capabilities through the start of the Fatality Management Emergency Notification System and through collaboration with the District Department of Health to create a decedent tracking module in their Patient Tracking System.

Furthermore, OCME expanded temporary decedent identification and storage capability through the purchase of four new refrigerated mortuary trailers,

as well as a digital portable x-ray machine to allow medical examiners to perform rapid x-rays in the field. These resources can be deployed across the region as needed, increasing the fatality management capability in the region as well as the District.

Recovery

The District's Recovery Program seeks to address the long-term efforts that are required to return a community to its new normal after a major catastrophic event. The primary recovery initiative undertaken in 2015 was publication of the District Recovery Operations Guide.

District Recovery Operations Guide

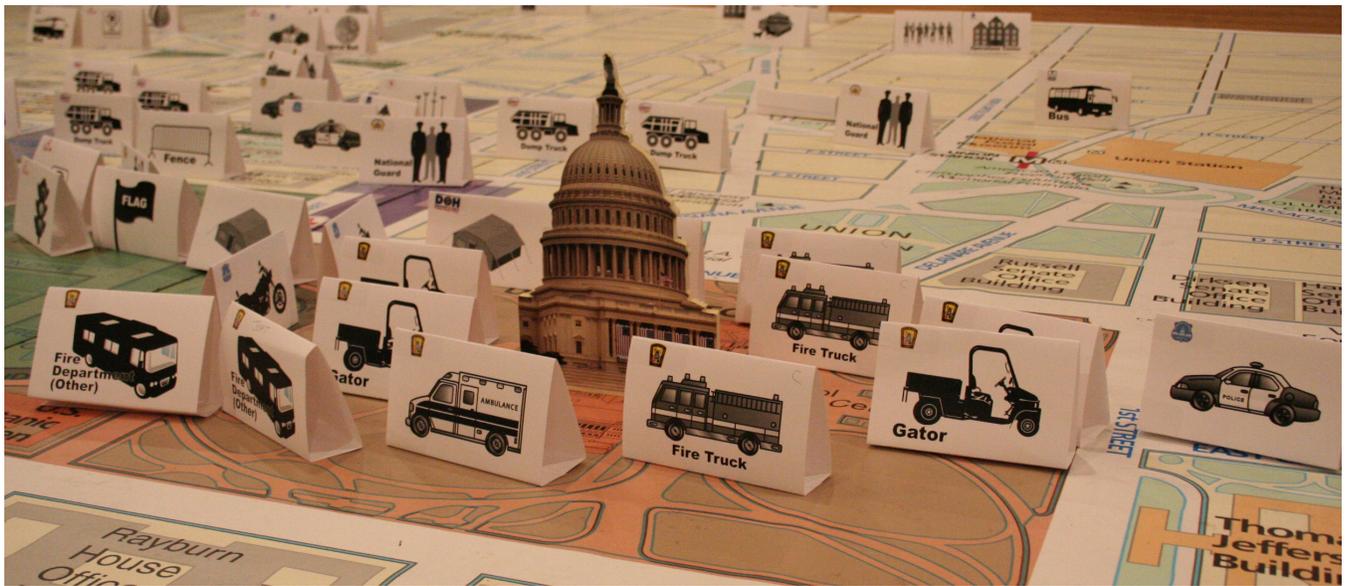
In support of the recovery mission area, the DPS Recovery Program developed the District Recovery Operations Guide. The guide is designed to provide further details regarding the roles and responsibilities of District agencies, specify critical tasks, and identify resourcing and sourcing requirements for delivering recovery services to disaster-impacted areas. The plan was vetted by the Recovery Subcommittee and will be exercised in 2016.

Training and Exercises

Training and exercises are essential components of the DPS. Training activities provide the opportunity to learn and reinforce capabilities as they are developed, while exercises allow for applied training and practical evaluation. Together, training and exercises provide the essential reinforcement and feedback for the District's efforts to build effective homeland security capabilities in accordance with DPS strategy. Highlights for the Training and Exercise Program included hosting the District Training and Exercise Planning Workshop, which resulted in a multi-year Training and Exercise Plan for District preparedness.

Training and Exercise Planning Workshop (TEPW) and Training and Exercise Plan (TEP)

In accordance with Federal Grant Guidance, HSEMA led the annual TEPW. The workshop reviewed information from past AARs and Improvement



Plans, and collected guidance from stakeholders to set Training and Exercise Program priorities. The outcome of the TEPW was the DC 2016–2018 Multi-Year TEP, which outlines a schedule of training and exercises that the District will undertake to test, enhance, and validate its capabilities.

Training

District agencies develop and maintain professional partnerships with many public and private institutions in order to meet the training needs of the District. This includes federal training at the Emergency Management Institute (EMI), U.S. Fire Academy, Center for Domestic Preparedness, Energetic Materials Research and Testing Center in New Mexico, and the Nevada Test Site of the National Nuclear Security Administration.

From January 1, 2015 through December 31, 2015, District agencies offered 283 training sessions to advance their preparedness capabilities. This covered 42 courses, with more than 1,900 attendees, as shown in Appendix C.

Exercises

Through DCERS, HSEMA worked with agencies throughout the District to support continued improvement to the emergency management capability of the city. In order to ensure the

efficacy of its planning and training efforts, the District has conducted a number of exercises and after-action conferences.²

Emergency Management Institute Virtual Table Top Exercise (VTTX) Series

In an effort to maximize resources and to bring about effective training while leveraging new technology, HSEMA participated in a series of VTTXs offered by FEMA’s EMI. VTTXs allowed key personnel from the emergency management community to review a pre-packaged set of exercise materials before convening for a 4-hour table exercise to discuss a simulated disaster scenario. The exercises allowed connected sites to assess current plans, policies, and procedures. In 2015, HSEMA participated in the following VTTXs:

- Earthquake VTTX – January 27, 2015
- Tornado VTTX – April 28, 2015
- Cyber Security VTTX – October 8, 2015
- Long-Term Power Outage VTTX – November 19, 2015

² This list highlights many of the exercises conducted by District agencies throughout the year, but is not meant to be exhaustive. Additional exercises were conducted in 2015.

Thunderbolt No Notice Functional Exercise - April 6, 2015

Under the direction of the FEMA Administrator, FEMA's Office of Readiness and Assessment coordinated a Thunderbolt No Notice Functional Exercise in the District. The purpose of this exercise was to test the capabilities of the Office of National Capital Region Coordination's Incident Management Assistance Team and FEMA's Mobile Emergency Response Support Team. Participants were tested on their ability to respond to an activation notice, deploy, and provide incident management assistance to HSEMA in a timely manner.

DC Emergency Healthcare Coalition (EHC) Operation Twister Functional Exercise - May 13, 2015

The DC EHC Operation Twister Functional Exercise was designed to exercise hospitals, skilled nursing facilities, and DC response agencies. The exercise focused on the disruption of the public water system. HSEMA supported this exercise through the planning process, and training and exercise staff served within the simulation cell to enhance exercise execution.

Personal Preparedness Initiative Seminar - May 15, 2015

The objective of the Personal Preparedness Initiative Seminar was to increase personal preparedness knowledge among employees working in the NCR. The project reviewed existing plans, procedures, and policies belonging to transportation, government, and private sector stakeholders. During the seminar, enhancement of existing online training and information awareness resources was also encouraged.

Washington Metropolitan Area Transit Authority (WMATA) Quarterly Exercise Series, Table Top Exercise - July 14, 2015 and August 23, 2015

This table top exercise, as part of WMATA's Quarterly Exercise Series, allowed for a discussion-based environment on the organization's full and partial shutdown procedures; Station Emergency

Response and Evacuation Plan; and interactive scenarios on initial response, incident management, cascading impacts, and resumption of operations.

FEMA III Training and Exercise Workshop - July 30, 2015

FEMA's Region III TEPW provided an opportunity to collaboratively establish regional exercise and training priorities, and to develop or update the Regional Multi-Year TEP. HSEMA participated in this event and provided key information concerning the District's training and exercise activities.

Sovereign Guardian 2015 Full-Scale Exercise - August 4, 2015

HSEMA personnel participated in the Sovereign Guardian 2015 Full-Scale Exercise, which simulated response operations to a hurricane event, 2 days post landfall, within the constraints of functional exercise play. During exercise play, HSEMA personnel from three separate incident management support teams reacted and responded to the exercise events simultaneously. Each team received the same exercise information and injects at the same time, and were evaluated against the same objectives. The exercise was designed to provide HSEMA personnel with an opportunity to train and practice position-specific skills during the simulated hazard.

Office of Unified Communications (OUC) Evacuation Drill - August 10, 2015

The District of Columbia's OUC Evacuation Drill was conducted with the assistance of DC HSEMA. The drill provided an opportunity to review OUC's current Continuity of Operations Plan and evacuation protocols.

District DOEE Operational Readiness Exercise - September 1, 2015

The DOEE Operational Readiness Exercise was conducted following initial training of the agency's Emergency Response Team (ERT). The training was conducted to ensure that the DOEE ERT is prepared for field deployment for environmental emergencies.

District Department of Transportation (DDOT) Preparedness Table Top Exercise - September 10, 2015

The purpose of the DDOT Preparedness Table Top Exercise was to provide participants an opportunity to discuss current response concepts, plans, and capabilities for a response to a terrorism event in the District. The exercise focused on transportation response, command and control, coordination, and the critical decisions necessary to save lives and protect public health and safety.

HSEMA Hurricane Response Seminars - September 18, 2015 to November 4, 2015

As part of the District's ongoing preparedness efforts, HSEMA organized a series of Hurricane Response Seminars for key senior agency officers to inform them of their duties as Emergency Support Function (ESF) leads. The seminars were conducted over a period of several weeks, and were tailored to each ESF to address their roles and responsibilities in the event of a major hurricane. The following District agencies participated in the seminars: DPW, DDOT, FEMS, Office of Contracting and Procurement, and Serve DC.

District DOEE Multi-Agency Hazardous Materials Functional Exercise with Fatality Management Component - October 23, 2015

The DOEE Multi-Agency Hazardous Materials Functional Exercise involved a chemical spill with several fatalities. The exercise included the Metropolitan Police Department (MPD), FEMS, Federal Bureau of Investigation (FBI), DOEE, Department of Forensic Sciences, and OCME, as well as the DC Air National Guard and National Guard. The exercise tested processes, procedures, and communications among the players to test capabilities in a real-world non-terrorism scenario.

Flood Risk Reduction Table Top Exercise - November 3, 2015

The District conducted its first Flood Risk Reduction Table Top Exercise to test an update to the 2006 U.S. Army Corps of Engineers, Baltimore District Flood Emergency Manual for Washington,

DC and Vicinity. Fifty participants from 35 local, federal, and regional agencies attended. Participating entities included the U.S. Army Corps of Engineers, DOEE, DC Water, Joint Forces Headquarters, DPW, DDOT, and HSEMA.

DC Flood Table Top Exercise - December 16, 2015

The purpose of the DC Flood Table Top Exercise was to coordinate the efforts of various federal, state, municipal, and public agencies in response to a flood emergency in Washington, DC, and adjacent areas along the Potomac and Anacostia rivers.

DC Water Functional Exercise - December 18, 2015

The DC Water Functional Exercise was conducted to implement water quality-related tasks. As part of the exercise, water services personnel conducted water quality sampling at atypical locations and, where feasible, included local partners to expand and extend sampling and lab capabilities. An exercise after-action conference was held the day after the exercise.

Regional Integration

The District is committed to working closely with NCR partners to enhance emergency preparedness in the region. Throughout the year, the District worked with the region on several joint information-sharing and capability-building programs.

Securing the Cities Program

Securing the Cities (STC) program funding is assisting the region in building the capabilities necessary to protect itself from the destructive use of nuclear or other radioactive materials. In 2015, the region researched, planned, and conducted outreach activities to determine how STC funding could best be utilized.

As a result of these initial efforts, the region recognized that protecting first responders is crucial. Therefore, the region established the goal that 20% of all law enforcement personnel across the region will be outfitted with preventative radiological nuclear detection equipment during steady-state daily

operations. First responders will also receive trainings and participate in exercises that will further their ability to detect, analyze, and report on nuclear or other radioactive materials.

The STC PMO was established in 2015 to ensure the sustainability of the STC program by providing needed management and oversight. In addition, the STC PMO plays an important coordinating role for 12 principle partners and 14 sub-partners within the region. In total, the NCR STC program now has 26 partners at 23 sites, comprising approximately 20,000 fire fighters, police officers, sheriffs, and other first responders.

Washington Regional Threat Analysis Center



The Washington Regional Threat Analysis Center (WRTAC) is an “all-threats, all-hazards” fusion center, housed and administratively supported by HSEMA and operationally guided by a board of key DC Public Safety and Justice Cluster agencies. The mission of WRTAC is to provide strategic analysis of regional threats and hazards, while enhancing value-added information sharing among public and private sector partners. In 2015, WRTAC analysts created 161 analytic products that met an established or ad hoc information need; processed 824 raw suspicious activity reports from various sources, 248 of which were forwarded to partner agencies for further investigation; processed 953 requests for information from agencies and organizations across

the public and private sector; and conducted and/or participated in 182 outreach activities. These outreach activities include fusion center, intelligence analysis, and suspicious activity reporting courses incorporated into the training curriculum at the DC FEMS Academy, MPD Academy, and the University Police Academy. These trainings have reached more than 800 first responders throughout the year and have led to the identification and investigation of potential threats. The following are examples of how the WRTAC analysts assisted NCR partners with intelligence analysis and information sharing in 2015:

January 20, 2015 – Effective information sharing and communications among federal and local partners in WRTAC’s network during the 2015 State of the Union Address prevented a possible escalation of force when several unmarked law enforcement vehicles were headed toward the U.S. Capitol at high rates of speed. The vehicles were in pursuit of a criminal suspect, and due to the rapidly developing situation, were unable to inform local DC law enforcement agencies. Timely and effective communications by WRTAC’s partner network led to the detention of the suspect and prevented a potential incident.

February 3, 2015 – A WRTAC analyst was able to provide timely Arabic translation assistance to the U.S. DHS and the FBI, mitigating concerns of possible threats and reducing days spent on the investigations. In both instances, the translation and associated context provided revealed that the messages in question were non-threatening.

May 1, 2015 – Social media research and information-sharing processes resulted in the quick identification of a bomb threat communicated via social media against an event occurring in Washington DC. WRTAC analysts initiated the law enforcement response and then detected a second threat on social media against police officers who arrived on the scene. WRTAC analysts were able to correlate this threat with a previous suspicious activity report, which enhanced law enforcement situational awareness and helped ensure an appropriate response from public safety officials.

CAPABILITIES IN ACTION

While fortunate to have had no major disaster declarations in 2015, the emergency response capabilities of HSEMA and other agencies across the District were tested during multiple real-world events, including a smoke incident at the L'Enfant Plaza metro, severe cold conditions over the winter months, and the preparation for a potential pandemic incident during the outbreak of the Ebola virus in Africa.

L'Enfant Plaza Metro Incident

On January 12, 2015, rescue personnel from FEMS responded to reports of smoke at the L'Enfant Plaza metro station. When they arrived, they discovered that a six-car Yellow Line metro train with passengers was stopped in the tunnel approximately 386 feet from the end of the platform. Working with personnel from the Metro Transit Police Department and MPD, FEMS evacuated passengers, triaged those in need of medical attention, and transported 84 patients to hospitals. The incident resulted in one fatality.

Following the incident, HSEMA sponsored an after-action review of this event on behalf of all District agencies in order to determine what corrective actions needed to be taken to ensure that a similar incident would not occur in the future. As a result of this review, the District has implemented multiple initiatives to correct the capability shortfalls identified in the response. Specifically:

- The District collaborated with WMATA and regional partners on a comprehensive Metro Public Safety Communications Study published in July 2015.
- The Interoperable Communications Committee, working with assistance from the U.S. DHS, is developing a citywide communications plan, a specialized communications unit, an expansion of the District's radio cache to additional agencies, and the deployment of additional technology to support this type of response.

- The District is working with WMATA on metro training for FEMS responders, including Chemical and Biological Emergency Management Information Systems, Joint Supervisory Training, Metro Familiarization Training, Metro Fan Shaft Training, and Metro Operations Training.
- OUC has since worked with WMATA to improve communications and documentation of system failures. On a weekly basis, OUC dispatches technicians from the OUC Radio Team to test and confirm radio coverage in the entrances, platforms, and tunnels of all metro stations within the District. Any identified issues are reported to WMATA, who then develops and implements fixes.

Activating the Emergency Operations Center



HSEMA is responsible for creating a common operating picture for the District during major planned and unplanned events. During such events, HSEMA's EOC is activated to provide the platform and command structure for multi-agency coordination of information and resources. HSEMA hosts more than 100 local, state, and federal agency representatives in its EOC when activated. Representatives offer expertise in specific disciplines (such as crisis management, health and medical services, intelligence, public affairs, and

transportation) and have the ability to disseminate operational information and subject matter expertise to responders. In 2015, the HSEMA EOC was activated for the State of the Union Address, Earth Day Concert, Funk Parade, Independence Day, the Papal visit, and the 20th Anniversary of the Million Man March.

Papal Visit



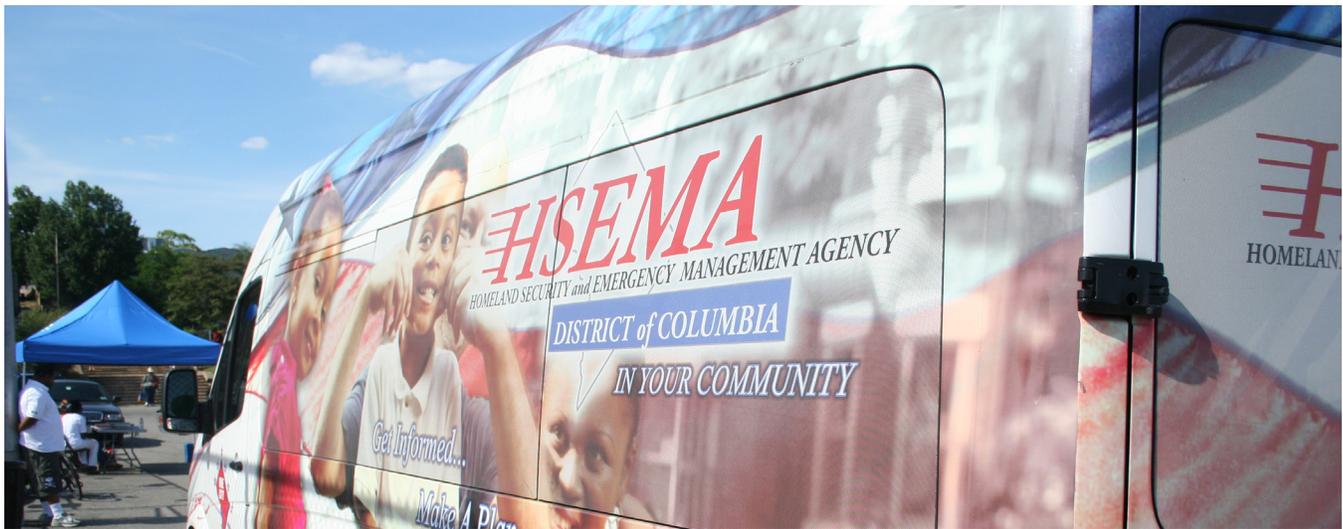
The Papal visit, designated as a National Special Security Event by the U.S. DHS, was the largest District activation event in 2015. In support of the visit, District and regional partner agencies participated in extensive planning and coordination efforts over a 6-month period, with HSEMA leading this complex process for the District. The EOC was activated throughout the duration of the Pope's visit from September 22–24, 2015. Representatives from local, state, and federal agencies lent situational awareness and operational support as Pope Francis drew large crowds for his historic visit. The Pope's schedule included a trip to the White House, Capitol Building, Cathedral of St. Matthew the Apostle, the Basilica of the National Shrine of the Immaculate Conception at Catholic University, and St. Patrick's Catholic Church, as well as a Papal parade.

DC All-Hazards Incident Management Support Team Program



Numerous natural, human-caused, and terrorist-related incidents can and have had an impact on the District. To address a need for enhanced EOC support, the District continued to develop the EOC's All-Hazards Incident Management Support Team program through continued socialization, training, and exercising on FEMA's NIMS and Incident Command System (ICS), which provide a comprehensive structure and seamless approach to managing emergencies.

The District currently has two Incident Management Teams (IMTs), which are capable of working 12- to 14-hour shifts during operational periods. In 2015, HSEMA advanced the skills of approximately 100 IMT members by offering two Type III All-Hazards IMT courses, spanning 5 days each. HSEMA also provided position-specific training and evaluated member progress during the 4th of July EOC activation. By the end of the year, HSEMA had identified two fully certified/credentialed staff members, 25 conditionally certified/credentialed staff members, and had issued 45 Position Task Books to participants.



PUBLIC AFFAIRS

Preparing the District's residents is one of HSEMA's most significant strategic priorities. The District strives to ensure that local residents are fully aware and trained on how to prevent, protect against, mitigate, respond to, and recover from all threats and hazards. The District has utilized numerous programs to support community preparedness, including public education, media campaigns, training seminars, preparedness orientations, and community planning meetings.

Alerting the Public

Crisis Communications Strategy

In collaboration with the Mayor's Office of Communications, HSEMA established a working group to develop a Crisis Communications Strategy consisting of three plans: the ESF #15 Operation Plan, the Joint Information Center (JIC) Guide, and the Crisis Communications Plan. The plans were reviewed and vetted by all District agency public information officers and are expected to provide an effective strategy and structure to promote a unified approach to managing accurate, timely, and critical communications to the public during emergencies or disasters.

Public Information Officer Training

On July 23, 2015, HSEMA hosted the District's Public Information Officers (PIOs) Quarterly Meeting, which included introductory training on the District's JIC. PIOs and other External Affairs staff from District government agencies received an overview of the updated Crisis Communications plans and basic information about activating the JIC for an emergency or planned event. New District PIOs have since been offered and provided with training.

Community Events

In 2015, HSEMA's Community Outreach Team participated in more than 200 outreach and educational activities to engage the community in emergency preparedness and disaster planning. At District fairs, festivals, expos, meetings, and trainings, the HSEMA Community Outreach Team provided emergency preparedness guidance, offered information on signing up for AlertDC and Capital Alerts, discussed the use of the HSEMA mobile app, and eagerly answered questions on how to train and prepare for local threats and hazards.

Electronic Notifications and Alerts

District agencies provide residents and visitors with preparedness information through a variety of electronic media. AlertDC is the District's citizen emergency notification system, which provides

official, timely information to help residents prepare for, and respond to, emergencies. Residents choose which kinds of notifications they want to receive (e.g., severe weather, police alerts, school closings), as well as how they would like to receive them (e.g., text, email, phone) to allow them to receive the most useful information in a convenient and actionable manner. In 2015, more than 8,500 new users registered to receive alerts, a 5.6% increase over the previous year.



District residents and commuters also have access to preparedness information through the HSEMA mobile app. The app is available on both iOS and Android platforms, and provides users with quick access to preparedness-related information, including emergency alerts, evacuation routes, and personal protective measures.



Social media is another important avenue for providing information to the public. HSEMA maintains a Facebook page and a Twitter account that provide useful preparedness tips, information on upcoming events, and important hazard information. At the end of 2015, HSEMA was providing information to approximately 17,000 Twitter followers and 3,300 Facebook users. Other District agencies, including FEMS and MPD, also provide targeted emergency and preparedness information to residents and visitors through these social media platforms.

ReadyDC Website

In October 2015, HSEMA began a significant update of both its agency website and a new comprehensive emergency preparedness website, ReadyDC. The ReadyDC website will function as a reference portal for District constituents looking for emergency preparedness information. The HSEMA website will function as an informational site that focuses primarily on the current activities, projects, and mission of the agency. In addition to the new

ReadyDC website, HSEMA is also developing handouts in multiple languages and accessible formats to help District residents and visitors learn more about how they can be aware, make a plan, make an emergency kit, and get informed.

Disability and Access and Functional Needs Program

Disability and Access and Functional Needs Coordinator

Since joining HSEMA in 2015, the Disability and Access and Functional Needs (DAFN) Coordinator has worked on the development of the DAFN program. Initial efforts in 2015 have included providing technical assistance to ensure the accessibility of preparedness plans, programs, and activities; reaching out to and engaging disability community partners; and helping to bridge the gap between emergency managers and the disability community. Furthermore, the DAFN Coordinator drafted a document entitled *HSEMA's People First, Inclusive Language Guidelines*, which offers guidance for referring to people with disabilities. The overall goal of the DAFN program is to guarantee individuals with disabilities access to the same programs and services as the general population – especially during an emergency event.

Preparedness Volunteers

Throughout the year, Serve DC – the Mayor's Office on Volunteerism – continued to engage agencies and residents across the District in the Community Emergency Response Team (CERT) program. The CERT program trains citizens to respond to emergencies in their communities, and prepares them to provide critical support to first responders and immediate assistance to victims. In total, Serve DC provided CERT training to 357 volunteers in 2015.

In addition, the Serve DC team trained 2,210 residents and District employees in first aid and CPR, while 1,350 children (ages 6–15) received emergency preparedness training.

To more effectively address a surge of volunteers during an emergency event, Serve DC participated in a day-long course with FEMA, HSEMA, and the Corporation for National and Community Service, called “Management of Spontaneous Volunteers in Emergency Management.” This training offered information regarding how to develop and implement a spontaneous volunteer management plan and how to explain the role of a Volunteer Reception Center (VRC) and virtual VRC in the transition from response to recovery. This training will help with the management of volunteers during large emergency events, such as a snowstorm or hurricane, when the District requires and receives a surge of volunteers ready to assist.

SPECIAL EVENTS

Mayor’s Special Events Task Group



The Mayor’s Special Events Task Group (MSETG), administered by HSEMA, is the body responsible for organizing the city’s public safety planning efforts for events requiring interagency coordination. The organizers of proposed special events are required to present event proposals to the MSETG and receive the concurrence of the group prior to the issuance of permits or licenses by the permit-granting agencies.

Event organizers work closely with HSEMA staff and the MSETG to ensure that all public safety needs are addressed and do not present a barrier to successful planning and event execution. In 2015, the MSETG met 20 times and heard a total of 107 presentations. Ultimately, 80 events were approved through this task group.

Community Events Assistance Fund

The District’s Community Events Assistance Fund (CEAF), managed by HSEMA, provides limited financial assistance to District community-based, nonprofit organizations that are engaged in programs fostering the development of quality activities in local communities. Funding is for the exclusive purpose of offsetting some of the costs of city services required for conducting special events, and is provided through direct reimbursement to District agencies providing public services.

The special events that the CEAF supported in 2015 included the Martin Luther King Jr. Holiday Parade and Peace Walk, St. Patrick’s Day Parade, Capital Pride Parade and Festival, Barracks Row Fall Festival, 17th Street Festival, H Street Festival, and the Fiesta DC Parade and Festival.

CONCLUSION

Throughout 2015, HSEMA and the District as a whole have made great strides in strengthening the preparedness capabilities of the District, its agencies, and its partners throughout the region. The activities and accomplishments detailed above have ensured that plans and structures are put in place to allow the District to respond to all types of emergencies, while continuing to develop its preparedness capabilities.

The District will continue to use the tools developed over the past year to fortify its preparedness capabilities, coordinate with local partners, improve communication, and increase information sharing citywide as it works to realize the vision of a safe and secure District of Columbia.

APPENDIX A: REFERENCE LIST

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- Homeland Security and Emergency Management Agency. District of Columbia Homeland Security and Emergency Management Strategy. November 2014.
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- Homeland Security and Emergency Management Agency. January 12, 2015 L'Enfant Plaza Metro Station Incident After-Action Report. March 2015.
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- Public Health Emergency Preparedness Subcommittee. Mass Fatality Workshop Report. June 8, 2015.
- Silver Jackets. DC Silver Jackets Fact Sheet. September 30, 2014. http://silverjackets.nfrmp.us/Portals/0/doc/DC/DC_silver_jackets_fact_sheet_FINAL_30Sep_14.pdf
- Washington Regional Threat Analysis Center. 2015 Fusion Center Assessment Individual Report. February 2016.

APPENDIX B: CONTRIBUTORS

Contributors	Acronyms
DC Water	DC Water
Department of Energy and Environment	DOEE
District Department of Transportation	DDOT
Fire and Emergency Medical Services	FEMS
Homeland Security and Emergency Management Agency	HSEMA
Metropolitan Washington Council of Governments	MWCOG
Office of the Chief Medical Examiner	OCME
Office of Unified Communications	OUC
Serve DC	Serve DC
Washington Metropolitan Area Transit Authority	WMATA

APPENDIX C: TRAINING COURSES OFFERED

Training	Lead Agency	Sessions Offered	Participants
ICS-300: Intermediate ICS for Expanding Events	DC Water	1	8
ICS-400: Advanced ICS for Command and General Staff	DC Water	1	8
Air and Water Monitoring Equipment & Hazardous Materials Response Equipment Training	DOEE	1	25
Hazardous Materials Technician Training	DOEE	1	10
Emergency Boat Operator Course (EBOR)	FEMS	1	22
Technical Rescue Training	FEMS	1	25
Advanced Critical Infrastructure Protection	HSEMA	1	20
All-Hazards Incident Management Support Team Credentialing Workshop	HSEMA	1	48
Community Cyber Security Exercise Planning	HSEMA	1	10
Critical Infrastructure Security and Resilience Awareness	HSEMA	1	19
Cyber Implications for Critical Infrastructure	HSEMA	1	14
Earthquake Focus Virtual Seminar	HSEMA	1	8
Emergency Liaison Officer Training	HSEMA	6	38
Essentials of Community Cyber Security	HSEMA	1	12
Hazardous Weather Preparedness for Campuses	HSEMA	1	7
Homeland Security Exercise and Evaluation Program (HSEEP)	HSEMA	4	99
Hurricane Awareness Training	HSEMA	1	10
ICS-100: Introduction to the Incident Command System	HSEMA	1	13
ICS-300: Intermediate ICS for Expanding Events	HSEMA	1	21
ICS-402: ICS Overview for Executives/Senior Officials	HSEMA	1	9
IS-100: Introduction to the Incident Command System	HSEMA	1	27
IS-700: An Introduction to National Incident Management System (NIMS)	HSEMA	2	44
L-950: NIMS ICS All-Hazards Incident Command	HSEMA	1	8
L-958: NIMS ICS All-Hazards Operations Section Chief	HSEMA	1	21
L-962: NIMS ICS All-Hazards Planning Section Chief	HSEMA	1	42
L-965: NIMS ICS All-Hazards Resource Unit Leader	HSEMA	1	21
L-967: NIMS ICS All-Hazards Logistics Section Chief	HSEMA	1	28
L-973: NIMS ICS All-Hazards Finance/Administration Section Chief	HSEMA	1	17

Training	Lead Agency	Sessions Offered	Participants
O-305: Type 3 All-Hazards Incident Management Training	HSEMA	2	89
Tier II Manager	HSEMA	1	1
WebEOC User Training	HSEMA	7	88
Winter Weather Awareness	HSEMA	1	7
Disaster Morgue Training	OCME	30	1
Joint OCME-FBI Forensics Training	OCME	80	3
OCME ELO Training	OCME	5	4
WebEOC Training	OCME	5	1
Interoperability Training for District Agencies	OUC	55	235
WRTAC and Fusion Center Training Target Audience: DC FEMS Academy Training	WRTAC	5	158
WRTAC and Fusion Center Training Target Audience: DC Law Enforcement/Emergency Managers	WRTAC	2	47
WRTAC and Fusion Center Training Target Audience: DC Office of Unified Communications	WRTAC	2	33
WRTAC and Fusion Center Training Target Audience: MPD Academy	WRTAC	50	600
WRTAC and Fusion Center Training Target Audience: University Police Academy	WRTAC	2	31