



2012–2013

District of Columbia
Homeland Security and
Emergency Management

Annual Report

Mayor Vincent C. Gray



Executive Summary

This *2012–2013 District of Columbia Homeland Security and Emergency Management Annual 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, 2012, through December 31, 2013. It provides a summary of the District’s current capabilities in homeland security and emergency management and includes discussion of the following accomplishments:

- ***District Preparedness System*** – The District of Columbia Emergency Preparedness Council continues to operate in accordance with Mayor’s Order 2012-82, and is now supported by the newly established District of Columbia Emergency Response System Committee. Together, these entities form the primary governance structure for the District Preparedness System, which began development in 2013 and will be fully developed and implemented throughout 2014 and 2015.
- ***Emergency Operations Center and the Incident Command System*** – The District of Columbia Homeland Security and Emergency Management Agency implemented a hybrid Emergency Operations Center (EOC)/ Incident Command System (ICS) structure, combining the attributes of both incident management systems. This added a more accountable and efficient layer of EOC management, spread roles and responsibilities more evenly, and created a less stressful environment in the EOC. In 2012 and 2013, the new EOC/ICS hybrid was tested through conduct of preparedness exercises and participation in real-world events.
- ***Interoperable Communications*** – The District of Columbia’s public safety agencies established the Statewide Interoperability Executive Committee, consisting of members from agencies across the District. In addition, the District hired a Statewide Interoperability Coordinator to address interoperability issues across all District agencies.
- ***Homeland Security Commission*** – Through the implementation of the District of Columbia Homeland Security Commission, the District established a standing governance body empowered to make recommendations for improvements in homeland security and preparedness in the District of Columbia and report its findings to the Mayor and the Council of the District of Columbia. The Commission released its first annual report focusing on cybersecurity, including four major recommendations to improve the City’s ability to prevent, protect against, mitigate, respond to, and recover from cyber threats.

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Overview

The following *2012–2013 District of Columbia Homeland Security and Emergency Management Annual Report* provides information on the 2012 and 2013 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 the initial identification of the District Preparedness System and establishment of a governance structure for that system, the improvement of the District's interoperable communications capabilities, the implementation of a new Incident Command System (ICS), and the staffing and implementation of the Homeland Security Commission and the release of its first annual report.

These activities, taken together, have allowed the District to advance its preparedness goals, increase communication and interoperability among the regional jurisdictions, and set the stage for continued advancement into 2014 and beyond.

Current Capability Picture

District of Columbia Emergency Management 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 programs. 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 will maintain EMAP compliance standards over the 5-year accreditation period, positioning the City for reaccreditation in 2016.

Homeland Security and Emergency Preparedness Capabilities

Threat and Hazard Identification and Risk Assessment

The District completed the most recent Threat and Hazard Identification and Risk Assessment (THIRA) on December 31, 2013. THIRA provides a comprehensive approach for identifying and assessing risks and 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.

In order to successfully complete the 2013 THIRA and State Preparedness Report (SPR), HSEMA identified a THIRA Planning Team (TPT) consisting of stakeholders and subject matter experts from agencies throughout the District.

Figure 1: THIRA Process



Table 1: 2013 Threat and Hazard Identification and Risk Assessment (THIRA)

District of Columbia Threats and Hazards		
Natural	Technological/Accidental	Human/Adversarial
Earthquake (NMSZ>7.0)	HazMat Release - Chemical	Cyberattack
Hurricane/Typhoon	Utility Interruption	Civil Disturbance
Floods	Transportation Accident	Improvised Nuclear Attack
Tornado (EF-5 or multiple)	Urban Conflagration	Explosive Devices
Extreme Temperatures	—	Armed Attack (Mumbai Style)
Pandemic-Human	—	Chemical Attack
—	—	Biological Attack

The District of Columbia TPT utilized the four-step process described in the *Comprehensive Preparedness Guide 201*, Second Edition, to complete the 2013 THIRA:

1. Identify the Threats and Hazards of Concern:

Based on a combination of past experience, forecasting, expert judgment, and other available resources, the TPT identified a list of threats and hazards of primary concern to the District (see Table 1).

2. Give the Threats and Hazards Context: The TPT described the threats and hazards of concern, showing how they may affect the District.

3. Establish Capability Targets: The TPT assessed each threat and hazard in context and developed capability targets for each relevant core capability. The capability target defines success for the capability.

4. Apply the Results: The THIRA Working Group provided agency-specific information on the estimated required resources per core capability to meet the capability targets (see Figure 2).

Overall, through the THIRA development process, the team identified 304 resource requirements, or 40% of all requirements, that are in a sustainment state. In addition, they identified 105 gaps (14%) and 349 shortfalls (46%) that must be addressed in order

to meet the capability targets for the Response and Recovery core capabilities. These gaps and shortfalls will help to define the District's funding priorities for federal homeland security grants throughout the coming years.

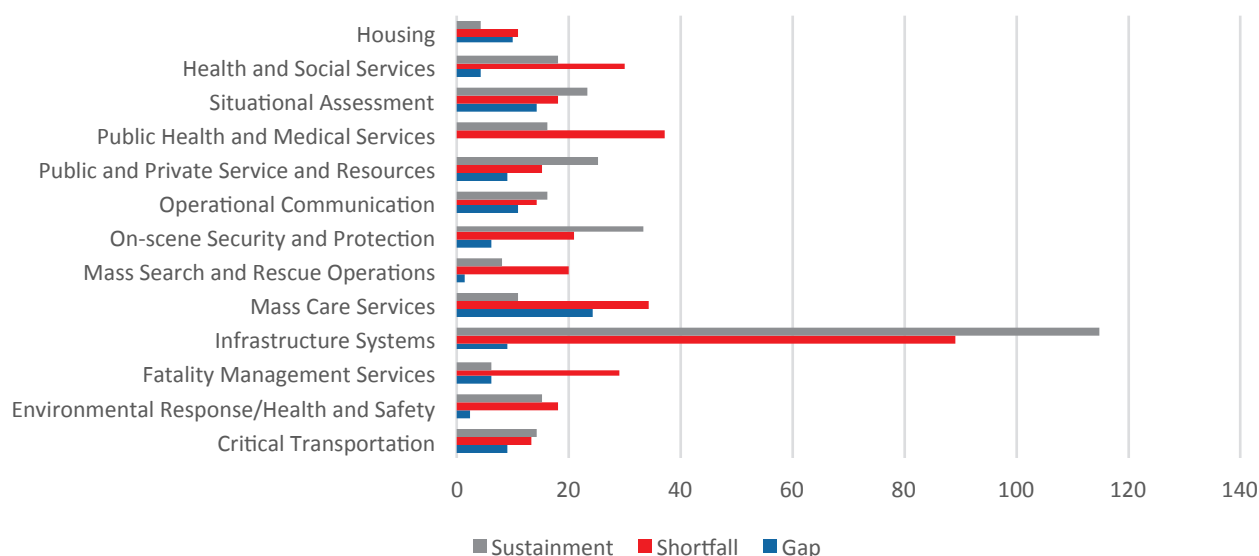
State Preparedness Report

In September 2011, FEMA announced a directive for state and local recipients of federal preparedness assistance to prepare and submit an SPR. Each SPR 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.

The District's SPR builds on the capability targets for the 13 Response and Recovery core capabilities identified through the THIRA process. The TPT worked through the first three steps of the THIRA process to establish capability targets for each of the remaining core capabilities. The team then worked with the THIRA Working Group in order to identify recent advances, as well as document current gaps in meeting these capability targets, and to determine an overall capability rating based on these gaps.

Overall, based on the ratings determined through the 2013 SPR process, the District currently exhibits medium-high to high levels in a majority of the core capabilities. The District government will continue to improve capability performance by targeting future

Figure 2: Resource Requirements by Response and Recovery Core Capability



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 post the greatest risk.”¹

Responding to Emergencies

In 2012 and 2013, the emergency response capabilities of HSEMA and other agencies across the District were tested during multiple real-world emergencies, including two federal disaster declarations and an active shooter incident at the Washington Navy Yard.

Major Disaster Declarations

From January 1, 2012, through December 31, 2013, the District declared two states of emergency and received federal disaster declarations in the wake of the June 29, 2012, derecho storm and Superstorm Sandy. The federal disaster declarations allowed the City to recoup millions of dollars of expenses that the District incurred during the response to and recovery from the storms, including making federal funds available to eligible District Government agencies

¹ Presidential Policy Directive 8, March 30, 2012, <http://www.fema.gov/preparedness-1/national-preparedness-goal>

and certain private nonprofit organizations under the Public Assistance Program. During each of these declarations, the Emergency Operations Center (EOC) was activated to support the response efforts.

Response to Shooting at the Washington Navy Yard

On September 16, 2013, the District of Columbia Metropolitan Police Department (MPD) responded to an active shooter situation in Building 197 of the Washington Navy Yard. They were soon joined by other law enforcement partners, and MPD established a unified command that managed the law enforcement and life-saving operations, as well as other supporting operations, such as family reunification and public messaging.

The response to this tragic event required considerable coordination of District, federal, regional, and private sector partners. District stakeholders included the Department of Behavioral Health, the Department of Health, the Department of Human Services, the Department of Parks and Recreation, the Department of Transportation, District of Columbia Public Schools, the Executive Office of the Mayor’s Office of Communications and Office



of Victim Services, Fire and Emergency Medical Services, HSEMA, MPD, the Office of the Chief Medical Examiner, the Office of the Chief Technology Officer, and the Office of Unified Communications.

The response to this tragedy was well coordinated, with law enforcement and first responder agencies working together almost seamlessly to address the situation. There were, however, some identified areas for improvement, including communications, resources, and active shooter training for non-first responder agencies. The recommended improvements have been assigned to various District agencies under the direction of the Deputy Mayor for Public Safety and Justice. Going forward, each improvement will be addressed by the agency to which it was assigned. Progress toward fully achieving each improvement will be reported through the District's Emergency Preparedness Council.

District Preparedness System

One of HSEMA's largest planning efforts in 2013 was the new District Preparedness System, which will be completed over the next several years.² The District Preparedness System acknowledges that preparedness is no longer considered to be a pre-disaster phase of emergency management. Rather, preparedness

² While it is likely that elements of the District Preparedness System will be adjusted as it is further developed and implemented, the descriptions in this section represent the current intentions of HSEMA with regard to the elements of the System and the ways in which it will improve preparedness across the District.

is a continuous process that will be incorporated throughout all phases of the District's emergency management program, including response, recovery, mitigation, and prevention/protection.

The District's new approach will be systematic and integrated, and will build on existing efforts to create a culture of preparedness shared by the District's whole community, informed by a sustainable and effective preparedness system that supports saving lives, protecting property and the environment, stabilizing the community after an incident, and meeting basic human needs.

As indicated in Figure 3, the District Preparedness System includes three levels of planning documents: strategic, operational, and tactical. Together, these documents will provide a general roadmap for the creation and implementation of the System, including outlining the District government's legal and organizational resources when responding to and preparing for disasters.

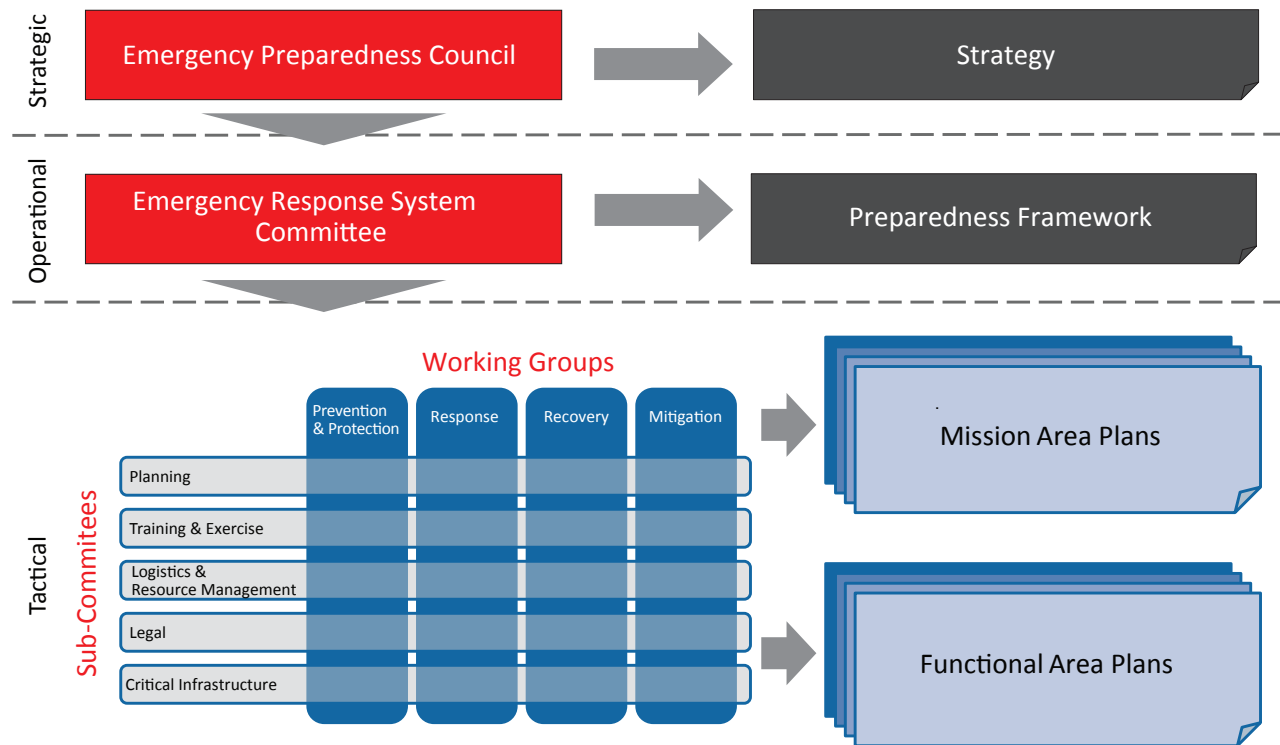
Once completed, the District Preparedness System will leverage best practices, lessons learned, existing knowledge and expertise, and innovative resources to meet the known and emerging threats and hazards (including those identified in the THIRA) in order to build on our standing as a national leader in emergency management.

Plans and Documentation

Strategic Documents

The strategic planning level will include the District of Columbia Homeland Security and Emergency Management Strategy and Playbook. These documents will establish overarching goals for District preparedness and provide the guidance that will lead us to achieve our preparedness vision. Specifically, the Strategy provides direction for all stakeholders in the District to guide preparedness activities by unifying the efforts of District organizations for a comprehensive and effective approach to homeland

Figure 3: District Preparedness System



security and emergency management. It also provides the context for which management, policy, and funding decisions relevant to preparedness can be made. The Playbook will support the Strategy as a more detailed assessment of where gaps in preparedness exist, providing a roadmap of prioritized initiatives to fill those gaps.

Operational Documents

The operational planning level will consist of the District Preparedness Framework. The Framework will provide the direction that will enable all of the District's emergency management and homeland security partners to achieve their collective preparedness goals.

Tactical Documents

The tactical planning level will include mission area and functional area plans that describe the roles and responsibilities, concept of operations, command and control structure, and integration of key activities for all entities for each respective mission area. These plans will inform department and agency tactical

plans, and will describe the who, what, when, and how of mission area management.

Governance

Emergency Preparedness Council

Pursuant to Mayor's Order 2012-82, the District of Columbia Emergency Preparedness Council (DCEPC) continues to operate and serve the District by continually re-examining the overall state of emergency and disaster readiness of the District of Columbia; providing a consistent network of District agency expertise to make the District of Columbia government a national leader in comprehensive emergency management and homeland security; and making recommendations for improving District planning for, response to, and recovery from emergency and disaster events as well as emerging threats.

Throughout 2012 and 2013, DCEPC met quarterly to discuss and coordinate on topics such as Homeland Security Grants Programs; special event planning; private sector engagement; District policies and procedures; and training, exercises, and corrective actions.

As the District Preparedness System is developed and implemented, DCEPC will serve as the primary governance body for the development and implementation of the District of Columbia Homeland Security and Emergency Management Strategy.

Emergency Response System

In 2013, DCEPC created the District of Columbia Emergency Response System (DCERS), which meets monthly to discuss strategies, set priorities, and provide input and guidance to relevant City departments and agencies on issues of emergency preparedness. The creation of DCERS is a key element of the new District Preparedness System, which aligns the District's preparedness operations with those of its regional partners, allowing for streamlined integration with regional emergency response system (ERS) groups and positioning the District of Columbia to contribute to the preparedness of the region in a coordinated manner. DCERS will work in conjunction with other regional Emergency Response System committees through the National Capital Region (NCR) ERS, which consists of the Northern Virginia ERS and ERS Maryland, to optimize funding opportunities and promote regional preparedness in alignment with the goals and priorities of the District. DCERS will

channel initiatives to integrated working groups for planning, logistics and resource management, training and exercises, and law and policy to expand and operationalize committee recommendations.

HSEMA anticipates additional developments in the role of DCERS as the District Preparedness System is further defined and implemented across the District.

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, Urban Areas Security Initiative (UASI), Citizen Corps Program, Buffer Zone Protection Program, Emergency Management Performance Grant, and the Interoperable Emergency Communications Grant Program. They provide programmatic oversight to more than 500 individual grant-funded homeland security projects in the District and the NCR to ensure that the projects are making progress and meeting milestones and are in compliance with applicable grant guidance. The SAA tracks the financial status of sub-grants and authorizes reimbursement payments for the allowable expenses that these projects incur.

Table 2: Grants Awarded in FY 2012 and FY 2013

Grants Awarded in FY 2012 and FY 2013				
	Grant Name	FY 2012	FY 2013	TOTALS
Homeland Security Grant Program (HSGP)	National Capital Region Urban Areas Security Initiative (UASI)	\$51,839,027	\$51,839,027	\$103,678,054
	State Homeland Security Program	\$2,984,245	\$3,581,094	\$6,565,339
	UASI Nonprofit Security Grant	\$516,420	\$712,418	\$1,228,838
	HSGP Subtotal	\$55,339,692	\$56,132,539	\$111,472,231
Other Grants	Emergency Management Performance Grant	\$2,944,799	\$2,889,921	\$5,834,720
	Other Grants Subtotal	\$2,944,799	\$2,889,921	\$5,834,720
TOTALS		\$58,284,491	\$59,022,460	\$117,306,951

The SAA provides programmatic and financial status updates for these grant programs to local and regional governance bodies. At the end of FY 2013, the multiyear grant awards for these programs totaled more than \$192 million.

HSEMA is responsible for writing and submitting the annual grant applications for all local and regional homeland security grant programs. In particular, HSEMA works to improve the competitiveness of District agencies in receiving UASI grants by providing technical assistance to District agencies. This technical assistance helps agencies meet deadlines and improve other factors accounted for by the NCR Scorecard.

Operations

Emergency Operations Center and the Incident Command System

HSEMA reorganized the incident management organizational structure of the EOC, as outlined in Figure 4, and began using the new structure in November 2012 in preparation for the January 2013 Presidential Inauguration. The new organization consists of a hybrid of the National Incident Management System (NIMS) ICS and the current Emergency Support Function (ESF) based EOC management system. This approach has yielded great success in many jurisdictions across the United States and is viewed as a best practices solution to the all-hazards EOC management.

The EOC/ICS hybrid combines the attributes of both incident management systems, adding a more accountable and efficient layer of EOC management, spreading roles and responsibilities more evenly, and creating a less stressful environment in the EOC.

The implementation of the ICS occurred in three phases that focused on the development of Position Specific Guides (PSGs) and Interagency Coordination Procedures (ICPs). PSGs provide a brief detailed description of the roles and responsibilities of an EOC position. ICPs are planning products that better

define specific emergency functions that are relevant to most hazards.

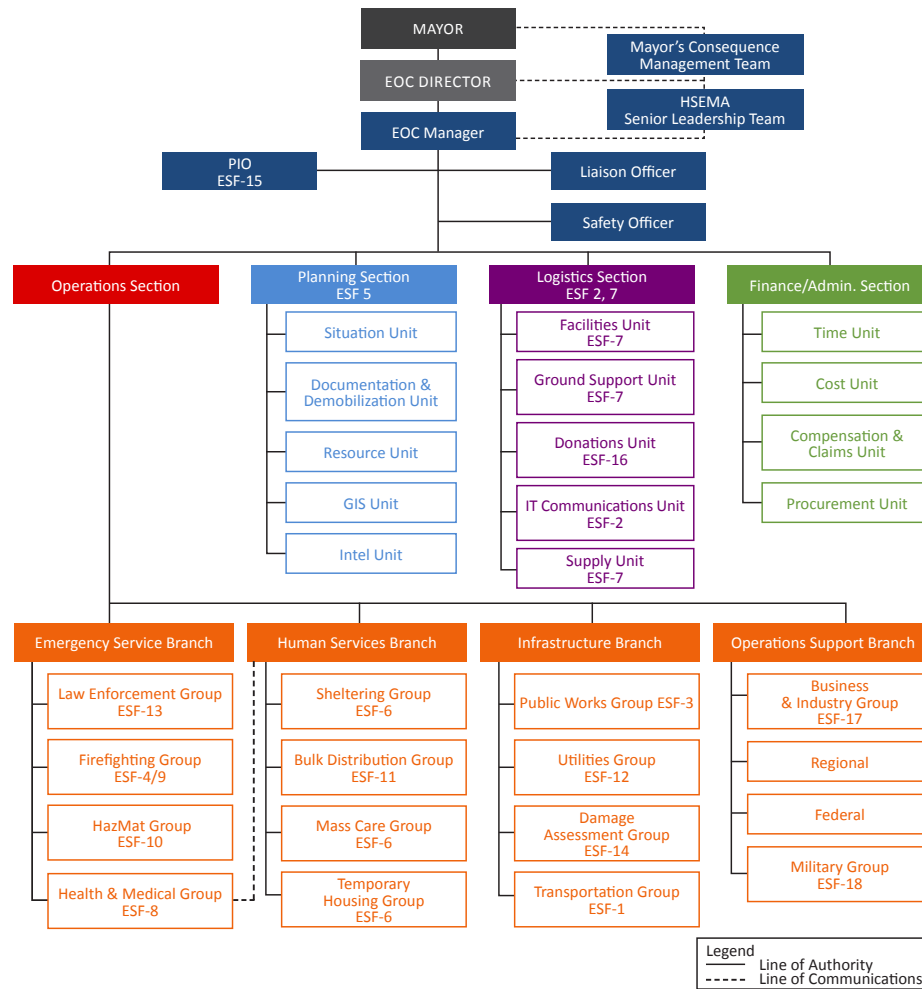
HSEMA developed position job aids and conducted workshops for each EOC section. HSEMA then followed by conducting team training workshops and conducted two functional exercises where the EOC/ICS hybrid was used and exercised throughout the year.

As part of the effort to continue the implementation of the EOC/ICS hybrid in 2014, HSEMA will update the District's multiyear exercise and training plan. HSEMA is working with District stakeholder agencies to identify and coordinate training and exercise priorities. HSEMA continues to focus on training and exercises that will engage District partner agencies, senior leaders, and the community. HSEMA also engages with District agencies, as well as NCR and FEMA Region III stakeholders, in initial planning for upcoming exercises. HSEMA conducted a functional exercise in spring 2014 with a hurricane scenario, and expects to conduct a full-scale exercise in September with a coordinated attack scenario, similar to the 2008 terrorist attack in Mumbai. To prepare for both exercises, HSEMA scheduled workshops, seminars, and tabletop exercises to review plans and procedures and increase the subject matter knowledge of participants. HSEMA also expects to incorporate no-notice events into the agency exercise schedule.

Interoperable Communications

The District considers interoperable communications to be one of the key elements of homeland security. In 2013, the District's public safety agencies established the Statewide Interoperability Executive Committee (SIEC), consisting of members from agencies across the District. In addition, the District hired a Statewide Interoperability Coordinator (SWIC) to address interoperability issues across all District agencies. The SWIC serves as the Chair of the Interoperable Communications Committee (ICC), which serves as the management board for the SIEC, assisting with day-to-day operations.

Figure 4: EOC Organizational Structure



The SIEC, ICC, and SWIC developed a Statewide Communication Interoperability Plan (SCIP) that establishes short- and long-term strategic goals to address interoperability issues across the District.

In accordance with the goals established in the SCIP, the SWIC has established a formal process for streamlined gap analysis in communications initiatives. In 2013, this process provided a mechanism for the ICC to review and discuss initiatives affecting multiple agencies before implementation.

In conjunction with this structure, multiple District agencies are developing initiatives that will provide the City with enhanced communications capabilities, improving preparedness and increasing the ability to respond to incidents and disasters across the region.

SIEC Member Agencies:

- DC Department of Corrections
- DC Department of Health
- DC Department of Public Works
- DC Department of Transportation
- DC Department of Youth Rehabilitation Services
- DC Fire and Emergency Medical Services
- DC Homeland Security and Emergency Management Agency
- DC Metropolitan Police Department
- DC Office of the Chief Technology Officer
- DC Office of Unified Communications

- The DC Office of the Chief Technology Officer is leading the Broadband for First Responders effort by partnering with FirstNet to develop a dedicated network for first responders.
- The DC Department of Corrections developed enhancements to communications that will allow an effective means of communication across agencies.
- HSEMA is providing planning guidance over many areas to include the field operations guide and numerous exercises for District agencies that include communication components.
- MPD implemented encrypted radio functionality and the DC Fire and Emergency Medical Services Department (FEMS) will be transitioning to secure communications.
- The DC Office of Unified Communications upgraded to a state-of-the-art dual-band 700/800 MHz Motorola SmartZone and formed the Coordination Channel so that federal, state, and local first responder agencies can communicate by land mobile radio across jurisdictional boundaries. The land mobile radio works in conjunction with other communication devices, such as the Washington Metropolitan Area Warning System/National Warning System, paging systems, email, telephone, satellite telephone, and other national radio systems to provide the District with a vast array of communication tools.

In addition to the new capabilities established in 2013, the District has taken advantage of training opportunities to augment the capabilities of its first responders and communications officers. The U.S. DHS Office of Emergency Communications provided numerous technical assistance seminars to the District. One such seminar was the NIMS ICS Communication Liaison class, where 37 District agency personnel from 16 different agencies attended and successfully completed the class. These members can now assist their agencies and will eventually assist all District agencies with interoperable communication issues.

Washington Regional Threat Analysis Center

The mission of the Washington Regional Threat Analysis Center (WRTAC) is to ensure the timely, meaningful, accurate, and value-added synthesis and analysis of intelligence information from partner government agencies and private sector entities with a stake in the security of District residents.

Effective April 1, 2012, under Mayor's Order 2012-37, WRTAC transitioned from MPD's administration to HSEMA and began a complete reorganization. Beginning in January 2013, WRTAC transitioned from contract analytic support to full-time, professional analysis by HSEMA employees. This resulted in a 100% personnel turnover, including a new director and operations manager. Simultaneously, all existing processes were stopped, reevaluated, reengineered, and restarted, including a new product line, new procedures, and a new concept of operations. The first analysts were hired in March 2013 and the first new products were delivered in April 2013. In 2013 WRTAC conducted the first joint threat assessment with the other three NCR fusion centers for the National Independence Day Celebration, which consisted of more than 500,000 participants on the National Mall. WRTAC currently produces approximately 70 to 90 products monthly across its four core functions.

WRTAC Advisory Board Members

Chairperson:

- DC Deputy Mayor for Public Safety and Justice

Leaders From:

- DC Metropolitan Police Department
- DC Homeland Security and Emergency Management Agency
- DC Fire and Emergency Medical Services
- DC Office of the Chief Technology Officer
- DC Office of Unified Communications
- DC Department of Health

In addition to the personnel transition, WRTAC's governance structure shifted from one run by MPD to one governed by an Advisory Board. The members of the Advisory Board support and guide WRTAC's efforts, ensuring the continued relevance and value added to District agencies. HSEMA provides daily oversight and administrative support to WRTAC. Along with the shift in the governance structure, WRTAC's mission was transformed from one of primarily law enforcement support with some homeland security functions, to a true "all-threat, all-hazards" mission. WRTAC formed four distinct analytic units—Law Enforcement Intelligence Analysis Unit, Counterterrorism Intelligence Analysis Unit, Critical Infrastructure Threat Analysis Unit, and Health and Emergency Services Intelligence Analysis Unit—each dedicated to supporting the all-threats, all-hazards mission and with relevant aspects of cyber analysis embedded in each team.

Training and Exercises

Training and exercises are essential components of the District's comprehensive approach to preparedness for homeland security and emergency management. Training activities bolster the homeland security capabilities of the District government, as well as its partners in the NCR, the private sector, and the community. Exercises provide opportunities for applied training, as well as practical evaluation of the capabilities of the District and its partners. Training and exercises provide the essential reinforcement and feedback for the District's efforts to build effective homeland security capabilities to prevent, protect against, respond to, and recover from all hazards.

Training

HSEMA develops and maintains 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, the U.S. Fire Academy, the Office of Domestic Preparedness, the Energetic

Materials Research and Testing Center in New Mexico, and the Nevada Test Site of the National Nuclear Security Administration.

HSEMA deployed a District-wide training registration and tracking system, which was built and deployed completely in-house. The system allows for both District and non-District users to register for HSEMA-sponsored training and to maintain their training portfolios.

From January 1, 2012, through December 31, 2013, HSEMA offered 94 training sessions covering 29 courses, with a total of 1,798 attendees. Table 3 below identifies the 29 courses offered by HSEMA throughout 2012 and 2013.

Exercises

In 2012 and 2013, HSEMA continued to improve the emergency management capability of the City through additional training, refinement, and incorporation of the new EOC/ICS.

In order to ensure the efficacy of its planning and training efforts, HSEMA has conducted a number of exercises and after-action conferences. HSEMA led or participated in all of these exercises, some of which were hosted by other District agencies and local or federal partners.

District of Columbia Cyber Exercise – April 5, 2012

The District-level cyberattack exercise was designed to raise awareness of the District's cybersecurity preparedness efforts and risk. Participants discussed the need to increase employee workforce education efforts by emphasizing cybersecurity training at the awareness, performance, and management levels.

FEMA National Level Exercise Series 2, 3, and 4

Series 2 – Cyber Incident Management/Virtual Effects National Tabletop Exercise – April 26, 2012

– This National Level Exercise (NLE) examined the National Cyber Incident Response Plan (NCIRP). The National Tabletop exercise emphasized the coordination, authorities, responsibilities, and

operational capabilities among government entities and the private sector. Participants discussed their organizations' roles and responsibilities with regard to the NCIRP, cyber response resources, authorities that would enable deployment of those resources, and cyber dependencies and associated critical information requirements.

Series 3 – Capstone EOC Exercise #3 – June 5, 2012
– This NLE was a functional exercise that took place concurrently with the larger federal NLE 2012 Exercise #3. It examined the District's ability to respond to the

cascading physical effects of a cyber incident affecting the Washington Aqueduct and DC Water. Participants activated the EOC and some players participated virtually via WebEOC, the District's emergency management information system.

Series 4 – EOC Continuity of Operations Drill #4 – June 20, 2012 – The District conducted a drill in conjunction with the final exercise in the 2012 NLE series. This exercise evaluated the continuity of operations capability of HSEMA and lead ESF departments and agencies in the performance of EOC functions.

Table 3: Training Courses Offered for 2012–2013

• Continuity of Operations Planning	• District Government Telecommuting Program Training
• Resilient Accord Continuity of Operations Cyber Security Workshop	• Presidential Inauguration Committee Disability Sensibility Training
• SKYWARN (Severe Weather Awareness)	• Shelter-In-Place Training
• District Response Plan/Emergency Liaison Offers Combined	• EOC/ICS Interface Multiagency Coordination Training
• EOC Activation Just-in-Time Training	• EOC/ICS Command Staff Workshop
• Web EOC User	• EOC/ICS Operations Section Workshop
• Emergency Preparedness Training for District Foster Parents	• EOC/ICS Planning Section Workshop
• MGT-315: Enhanced WMD Threat and Risk Assessment	• EOC/ICS Logistics Section Workshop
• The Strategic Use of Social Media by Law Enforcement	• EOC/ICS Finance/Administration Section Workshop
• Incident Response to Terrorist Bombings	• ICS-100: Introduction to ICS
• Prevention and Response to Terrorist Bombing Incidents	• ICS-700: National Incident Management System
• AWR-136: The Essentials of the Cyber Security Community	• ICS-300: Intermediate ICS for Expanding Incidents
• MGT-384: The EOC's Role in the Cyber Security Community	• ICS-400: Advanced ICS
• L-371: Public Assistance Eligibility	• ICS-402: ICS Overview for Executives and Senior Officials
• Sexual Harassment in the Work Place	



Community Preparedness in All Eight Wards – Multiple Dates, 2012

The Whole Community Exercise Series involved the conduct of ward-based tabletop exercises for citizens. It focused on public information and warning, notification, and response during an emergency, including a discussion of District and neighborhood plans and capabilities that support personal and community preparedness. Proposed outcomes included identification of community needs and preferences for public information and warning. The exercise series provided an active listening session among residents; senior representatives from HSEMA, MPD, FEMS, and Serve DC; and select City Council representatives.

Capitol Shield Exercise – October 9–12, 2012

The Capitol Shield Exercise took place throughout the NCR. This exercise was designed to test the ability of NCR partners to work with U.S. Department of Defense assets at the scene of emergencies. FEMS participated on the Joint Hazard Assessment Team (JHAT) and Rapid Detection Teams (RDTs). The JHAT and RDTs worked as part of an interagency hazardous materials detection team on a series of scenarios. This component of the exercise focused on chemical, biological, and radiological incidents and included classroom and hands-on sessions.

Great SouthEast ShakeOut Drill – October 18, 2012 and October 17, 2013

District agencies and schools were encouraged to practice “Drop, Cover, and Hold On,” providing an opportunity to practice how to respond immediately to an earthquake. The Director of HSEMA, along with Mayor Vincent Gray and Janet Napolitano, Secretary of the Department of Homeland Security, participated in the drill at the District’s Butler Campus Community Academy Public Charter School.

District of Columbia Inaugural Rehearsal of Concept Drill – December 11, 2012

This Presidential Inauguration drill provided District agencies and senior leadership with the opportunity to familiarize themselves with various aspects of the District’s timeline in preparation for the January 21, 2013, Presidential Inauguration. Participants implemented the movements they would initiate over the course of the event.

NCR Inaugural Rehearsal of Concept Drill – December 12, 2012

This “what if” drill examined regional responses to events occurring during the 57th Presidential Inauguration, including a scenario involving a mass casualty event; a major crowd movement, similar to a National Mall evacuation; and the resulting EOC/ICS actions. Participants responded to each of the three drill phases, stating what their personnel, equipment, supplies, and other assets would be doing and how they would be coordinating across the region. The drill facilitated the identification of necessary improvements that were immediately addressed in preparation for the Presidential Inauguration.

EOC/ICS Exercise – December 18, 2012

The exercise focused on implementation of ESFs within an ICS framework. This exercise was the culmination of several position-specific workshops to familiarize

EOC staff with roles assigned during EOC activations as they implement the EOC/ICS hybrid discussed in the previous section.

District of Columbia ICS Functional Exercise – June 29, 2013

This functional exercise (FE) was conducted at multiple locations in the District. In conjunction with multiple District agencies and the Joint Terrorism Task Force, MPD and FEMS notionally conducted response operations throughout the exercise, including building sweeps, evacuations, and securing perimeters. Staff at the EOC conducted support operations throughout, coordinating with Emergency Liaison Officers, maintaining situational awareness, and facilitating response operations at the incident site. The exercise provided an excellent training opportunity to test and evaluate multiagency coordination and ICS capabilities across most of the District's response agencies, and allowed exercise participants to gain valuable knowledge on ICS and overall EOC operations.

Incident Management Assistance Team Functional Exercise – July 16–18, 2013

Based on a simulated nuclear detonation in downtown DC, the District undertook a District-only FE of its EOC staff and the policy-level Consequence Management Team that addressed the first 12 hours of the incident, with support from a simulation cell at FEMA's National Response Coordination Center. On July 17–18,

Maryland Emergency Management Agency staff and two National Incident Management Assistance Teams joined the FE to play through ongoing response issues up to 56 hours post-detonation. On July 19, many FE participants joined with local officials, senior FEMA headquarters officials, and federal interagency representatives in a tabletop exercise to explore recovery strategies and options 30 days after the simulated nuclear detonation.

East Coast Catastrophic Exercise Power Restoration Functional Exercise – October 29, 2013

The purpose of this exercise was to evaluate player actions against current response plans and capabilities. Participants had an opportunity to exercise current response concepts, plans, and capabilities for a response to a hurricane in FEMA Region III with the effects including five states and DC. This exercise focused on Pre-Incident Fleet Movement Coordination/Reconciliation, Response, and Post-Incident Coordination. This exercise also evaluated the role of the Electric Utility Liaison Officer and operational information flow. Additional areas of focus for the District included identification of critical infrastructure and key resources in advance of a catastrophic hurricane event, potential resources for power restoration and recovery, and current disaster declaration policies and coordination protocols pertaining to power restoration within the District.



Special Events

Mayor's Special Events Task Group

HSEMA manages the administration of the Mayor's Special Events Task Group (MSETG), a 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 before permit-granting agencies issue permits or licenses. Figure 5 below indicates the number of events reviewed and approved by the MSETG throughout 2012 and 2013.

Community Events Assistance Fund

HSEMA is responsible for the administration of the Community Events Assistance Fund. This fund

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 City agencies providing public services. In any given year, the City enjoys more than 450 special events and, in each instance, 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.

Some of the special events that HSEMA supported in 2012 and 2013 included the St. Patrick's Day Parade, Capital Pride Parade, Adams Morgan Day Festival, the Independence Day Celebration, and the H Street Festival.

Figure 5: Mayor's Special Events Task Group

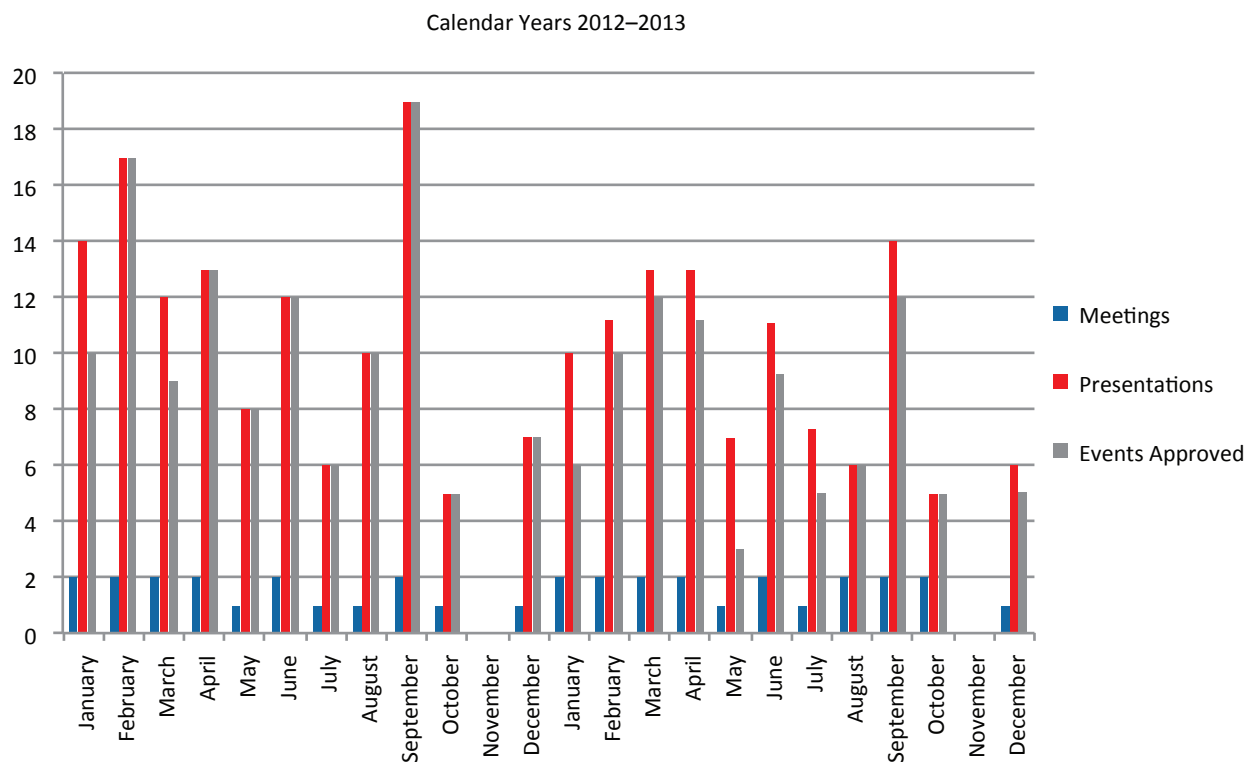
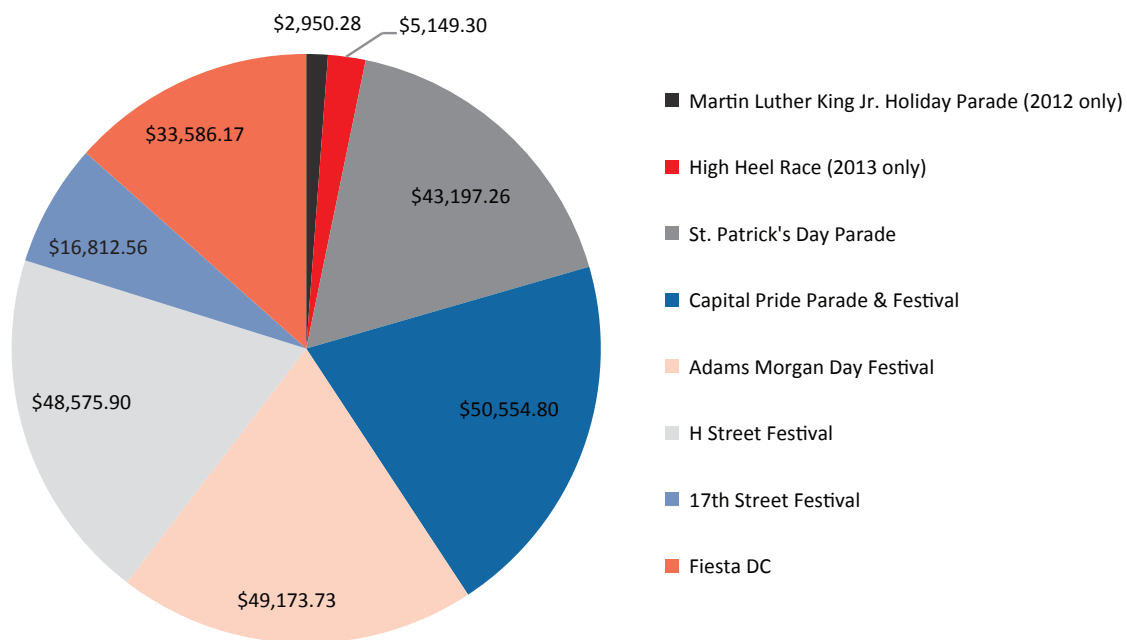


Figure 6: Community Event Assistance Fund (FYs 2012–2013)



57th Presidential Inauguration

Every four years, the District hosts the Inauguration of the Nation's President and related activities, including the swearing-in ceremony, inaugural parade, balls and galas, National Prayer Service, and other festive events. In 2012, the District began planning and preparing for the 57th Presidential Inauguration ceremonies, which were held in January 2013.

Mayor Vincent Gray, via Mayor's Order 2012-123, established the District of Columbia Presidential Inauguration Committee (DCPIC) on August 13, 2012. Through the DCPIC, the District provides logistical coordination and support for inaugural activities, working in close coordination with its federal, regional, and private sector partners to ensure seamless oversight and integrated management.

Through participation in the DC and NCR Inaugural Rehearsal of Concept Drills, the DCPIC was able to identify opportunities for improvement in operations and communications capabilities prior to the Inauguration. Key areas for improvement were related to decision-making and information-sharing issues that result in cascading impacts to multiagency operations. This and other recommended improvements related to inaugural planning activities were fully addressed before commencement of planning activities for the 58th Presidential Inauguration.

The HSEMA EOC was activated from January 19, 2013, through January 22, 2013, and was staffed by HSEMA personnel; District department and agency Emergency Liaison Officers; and liaisons from federal agencies, regional partners, and the private sector. Moreover, public information officers representing District government agencies and FEMA were present in the Joint Information Center.



Community Outreach

Preparing the District's residents is one of HSEMA's most significant strategic priorities. The District wants to ensure that local residents are fully aware of and trained in how to prevent, protect against, mitigate, prepare for, and respond to 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.

In 2012 and 2013, HSEMA coordinated and participated in numerous outreach and marketing activities throughout the year, including:

- Working strategically with the community in Ward 8 to provide technical assistance to the Town Hall Education Arts Recreation Campus (THEARC), a community cultural center that houses a variety of nonprofit organizations. HSEMA, under a request from Building Bridges (the nonprofit organization that runs THEARC), set out to help the community undergo a planning process involving THEARC organizations, which included six planning meetings, a presentation by the District's Office of Unified Communications on the Smart

911 program, and Neighborhood Watch training.

In addition, as part of the community planning process, HSEMA conducted a building safety walk-through that was intended to identify any building safety concerns, such as vulnerable areas that require additional lighting, security mechanisms, or personnel.

- Promoting National Preparedness Month (NPM) in September by hosting events and providing support to partner agencies. Additional 2012 NPM activities included eight HSEMA-hosted community-based exercises across the City that were attended by 400 key District stakeholders who would have a role to play in disasters, including the Mayor, City Council members, senior officials, response agencies, and residents. The community-based exercises used scenarios to discuss protective and emergency actions for citizens to take during real-life emergencies.
- Coordinating the Great SouthEast ShakeOut Earthquake Drill through media interviews and community outreach events to inform people about the regional earthquake drills each October. There were more than 203,000 participants for these events.



- Increasing social media presence by developing a mobile application that contains important information for District residents and visitors on what to do before, during, and after an emergency or disaster has occurred. The application includes information such as emergency evacuation routes, disaster safety tips, lists of shelters that are opened after a disaster occurs, and AlertDC emergency text alerts. To date, 10,266 people have downloaded the application and 199,467 individuals are registered to receive messages from AlertDC.

Homeland Security Commission

2013 saw the implementation of the Homeland Security Commission established by the Homeland Security, Risk Reduction, and Preparedness Amendment Act of 2006. In February, the first Commission members were sworn in and they promptly began their work. 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 DC Council. The Commission met on a quarterly basis throughout the year to discuss and evaluate the status of homeland security within the District and completed its first annual report.

The *District of Columbia Homeland Security Commission 2013 Annual Report* focused on cybersecurity. This focus was based on a consensus among industry experts and national security officials

that the cybersecurity threat represents the greatest overall disparity between the potential for damage relative to the District's ability to thwart such a threat.

The report analyzed the cybersecurity of the District, along with coordination between District agencies and private sector stakeholders, to protect information management assets. The ultimate outcome of this report was a series of recommendations that will guide District agencies in addressing the District's cybersecurity threats. The recommendations were to:³

- Issue a Cybersecurity Directive to establish the position of Chief Information Systems Officer (CISO) for the District, establish a governance structure to oversee cyber risks, articulate roles and responsibilities for government agencies, establish an adjudication process to resolve disputes, and establish a taskforce to complete a cybersecurity risk assessment.
- Appoint a District CISO charged with establishing and maintaining the District-wide strategy and program to ensure the protection of information management assets and maintaining coordination with private sector CISO counterparts.
- Develop a contingency plan for a potential scenario involving a catastrophic loss of electrical power to the District.
- Establish a risk governance framework to analyze and identify risks.

These recommendations will help to bolster protection against cyberattacks against the District.

³ Complete information on the recommendations made by the DC Homeland Security Commission can be found in the *District of Columbia Homeland Security Commission 2013 Annual Report* submitted to the Council on January 2014.

Conclusion

Throughout 2012 and 2013, 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 continue to grow its capabilities and realize the vision of a safe and secure District of Columbia.

HSEMA will continue to use the tools developed over the last two years to fortify the District capabilities, coordinate with local partners, improve communication, and increase information sharing citywide. HSEMA will lead the two-pronged process of developing priorities for homeland security capabilities in the District and assessing current levels of readiness in each of those capability areas. To this

end, HSEMA will work with partners to identify the appropriate mix of capabilities to meet the priorities identified in the annual capability assessment, develop appropriate metrics/measures of effectiveness, and apply them to each of the capabilities in order to assess gaps between needs and current capability levels. As the lead agency for developing grant requests to the federal government, HSEMA will work with stakeholders to translate preparedness priorities into coherent program plans and resulting requests for budgetary support and/or grant applications.

Preparedness encompasses those efforts to grow our capacity to perform each of these functions. In the years to come we will continue to work with our partner agencies throughout the city to grow our preparedness capabilities and, in turn, increase our ability to ensure a prepared, safe, and secure District.