



- Transportation
- Communications
- Public Works and Engineering
- Firefighting
- Emergency Management
- Mass Care, Emergency Assistance, Housing and Human Services
- Resource Support
- Public Health and Medical Services



District Response Plan

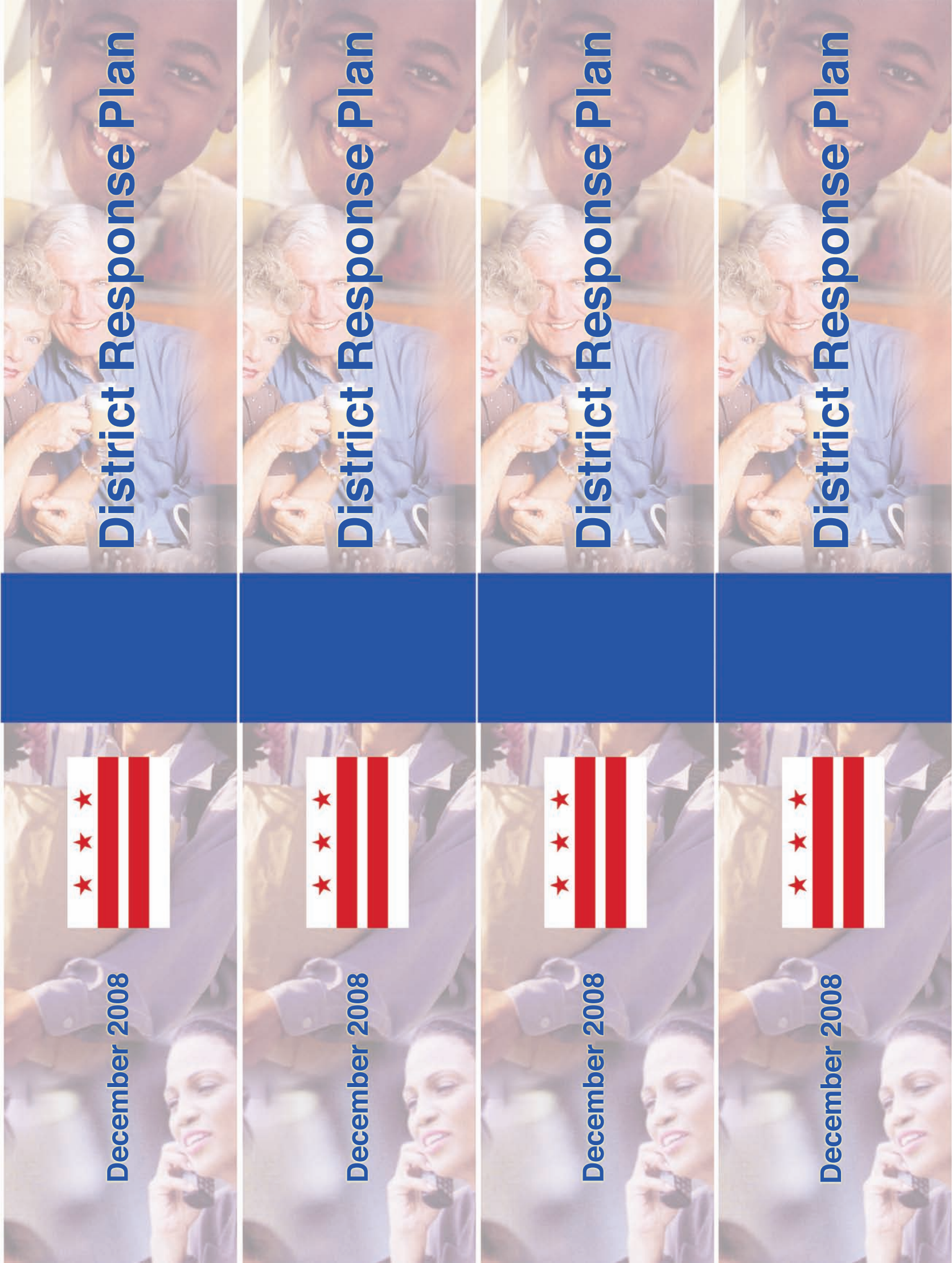
December 2008

- Search and Rescue
- Oil and Hazardous Material Response
- Food
- Energy
- Law Enforcement
- Long-Term Community Recovery and Mitigation
- External Affairs
- Volunteer and Donations Management



Adrian M. Fenty, Mayor
Government of the District of Columbia

Darrell L. Darnell, Director
Homeland Security and Emergency Management Agency



District of Columbia

District Response Plan

December 2008

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Foreword

The District of Columbia government is continuously working to protect our city from the range of hazards that threaten our residents, visitors, businesses, and the environment. Responding to emergencies resulting from these hazards poses challenges that cannot be adequately addressed within the routine operations of government.

To meet these challenges, the Homeland Security and Emergency Management Agency (HSEMA), working with key stakeholders, has created the District Response Plan (DRP). The DRP is a function-based plan that outlines the tasks that support emergency response in the District of Columbia and provides a framework for coordinating that response across District, local, and federal agencies.

The DRP is intended to be a “living” document and this is a newly updated version. The policies and procedures outlined therein are a result of lessons learned—at both the local and national levels—and reflect the U.S. Department of Homeland Security’s (USDHS) new National Response Framework (NRF).

The design and concepts of the revised DRP fundamentally have remained true to the original DRP, including the incorporation of the concepts and processes of the National Incident Management System (NIMS) and the NRF.

The DRP will continue to remain dynamic and flexible as it changes and matures with each update. Each updated version will continue to reflect the knowledge gained from our experiences and lessons learned. The ultimate goal is to protect the public and respond efficiently and effectively to significant incidents that threaten life, property, public safety, economy, and the environment in the District of Columbia.

Adrian M. Fenty
Mayor
District of Columbia

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Base Plan

I. INTRODUCTION

The District of Columbia (District) is a unique governmental entity in the United States. It is simultaneously considered a city, a state, and a federal entity. Its capital city designation, along with the complex set of legal authorities associated with that designation, provides a distinct set of challenges in disaster response planning.

The District Response Plan (DRP) establishes the framework for the District's response to, recovery from, and mitigation of all hazards. The plan unifies and coordinates efforts of District agencies and departments, non-governmental and voluntary organizations, and regional and federal partners involved in emergency management with the goal of protecting life and property and ensuring public safety.

DC Facts and Figures

- 67 square miles
- 588,000 DC residents
- 5.3 million residents in the DC metropolitan area
- Seat of the federal government
- 45,300 businesses
- 12 colleges and universities
- Hundreds of museums, monuments, theaters, and attractions
- 4 military installations
- More than 15 million visitors annually

The DRP, which is designed to complement the federal emergency response structures as described in the January 2008 National Response Framework (NRF), organizes the District's agencies and departments that are involved in emergency management into functional areas according to capabilities, skills, resources, and authorities. Using this functional organization, the DRP outlines how resources will be leveraged and implemented and how federal, regional, private sector, and nonprofit partners will be engaged for support when necessary.

The DRP is organized into the following sections:

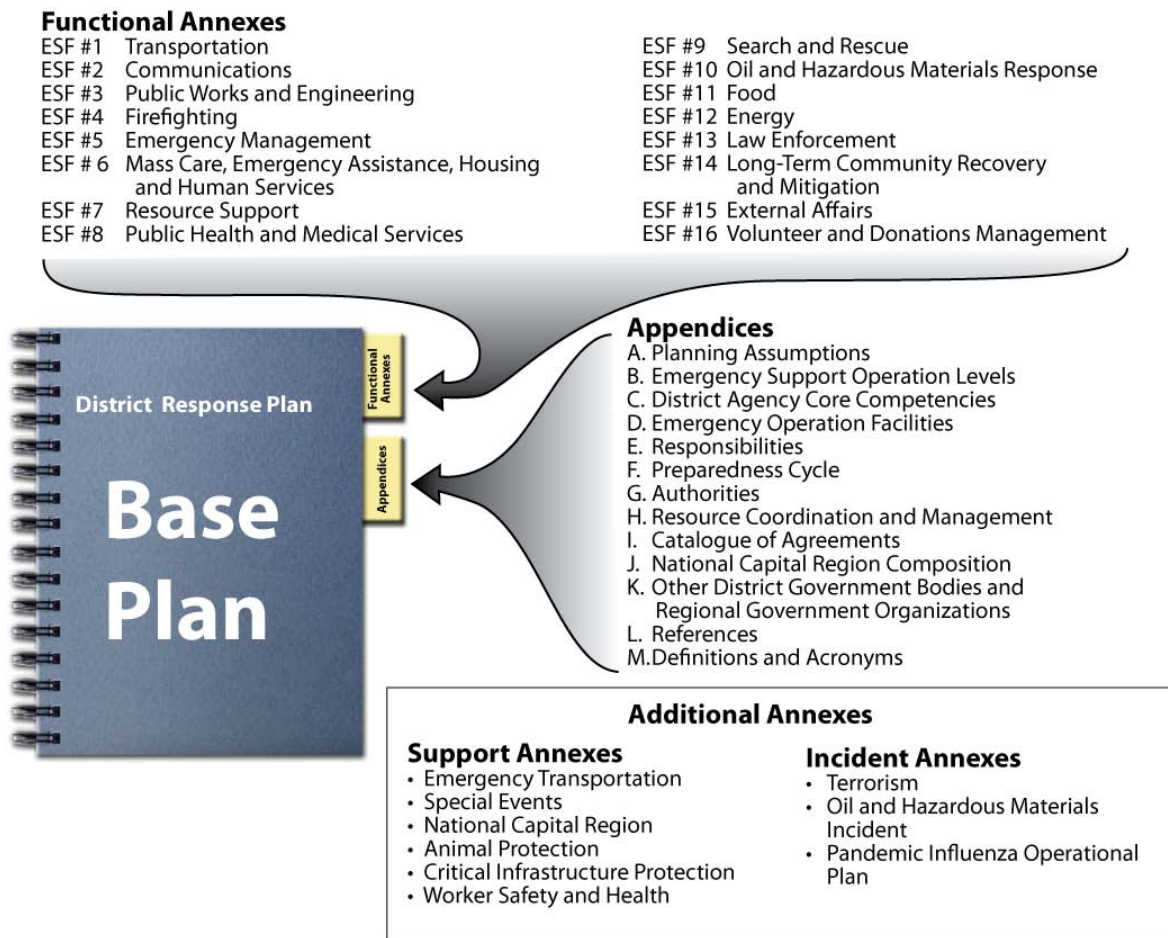
- The **Base Plan** and associated appendices contains sections that describe relevant policies, the concept of operations, roles and responsibilities, and the incident life cycle.
- The **Functional Annexes** organize the District agencies and departments into 16 Emergency Support Functions (ESFs, see *Figure 1: Organization of the District Response Plan*). Each of the ESFs describe the purpose and scope of each function, the operating policies, the planning assumptions, the concept of operations, and the responsibilities of the primary and support agencies.

- **Appendices** contain additional supporting information and references.

While not printed in the DRP, other documents are referenced and can be provided by the Homeland Security and Emergency Management Agency:

- **Support Annexes** provide information on common functional processes and administrative requirements necessary to ensure efficient and effective emergency management. The Support Annexes include: Animal Protection; Critical Infrastructure Protection; Emergency Transportation; Special Events; National Capital Region; and Worker Safety and Health.
- **Incident Annexes** provide information on contingency or hazard situations that require more detailed guidance from the DRP. The Incident Annexes include: Oil and Hazardous Materials Incident; Pandemic Influenza Operational Plan; and Terrorism.

Figure 1: Organization of the District Response Plan



A. Purpose

The DRP establishes the framework for District government entities to respond to, recover from, and mitigate an emergency in a methodical and efficient manner that protects life and property and ensures public safety. To meet this purpose, the DRP:

The District Response Plan provides the framework for how the District of Columbia will respond to, recover from, and mitigate an emergency.

- Establishes the concepts and policies under which elements of the District government will operate during an emergency;
- Sets forth lines of authority and organizational relationships, and focuses on measures that are essential for the protection of the public;
- Establishes a structure through which the District will implement notification and activation procedures for emergencies;
- Describes the roles and responsibilities of District agencies in executing the ESFs;
- Provides processes for the integration of ESF resources in a coordinated response effort;
- Coordinates response and recovery activities with volunteer organizations active in disasters, Neighborhood Services Coordinators, and the business community;
- Provides a framework for the District government to coordinate with regional jurisdictions;
- Addresses roles and relationships among District, regional, and federal agencies during emergencies within the District; and
- Addresses overlaps with other emergency response plans.

B. Scope

The DRP applies to all District departments and agencies as well as to Non-Governmental Organizations (NGOs) and private entities that may be asked to provide assistance in an emergency. (For the purposes of the DRP, any reference to District agencies includes District departments.) Additionally, other non-government or quasi-governmental organizations such as the DC Water and Sewer Authority, Verizon, American Red Cross, Potomac Electric Power Company, Washington Gas Company, District universities, and volunteer organizations, function as non-governmental support agencies in coordinating

response efforts in an emergency. The plan is structured so that District agencies can respond under individual agency authorities or as part of a functional team in a collaborative effort.

The DRP concepts apply to any emergency, disaster, catastrophe, or emergency situation where the health, safety, or welfare of persons in the District is threatened by actual or imminent consequences within the District from the following threats:

- Terrorist attack, sabotage, or other hostile action;
- Severe and unanticipated resource shortage;
- Fire;
- Flood, earthquake, or other serious act of nature;
- Serious civil disorder;
- Any serious industrial, nuclear, or transportation accident;
- Explosion, conflagration, power failure;
- Injurious environmental contamination that threatens or causes damage to life, health, or property; or
- Outbreak of a communicable disease that threatens or causes damage to life, health, or property. (DC Official Code § 7-2301(3)).

For coordination with the NRF, the DRP incorporates into its framework two definitions from the Robert T. Stafford Disaster Relief and Emergency Assistance Act (as amended, 42 U.S.C. 5121 *et seq.*):

The DRP takes an all-hazards approach to disaster response.

- Emergency—means any occasion or instance for which, in the determination of the president, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.
- Major disaster—means any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the president causes damage of

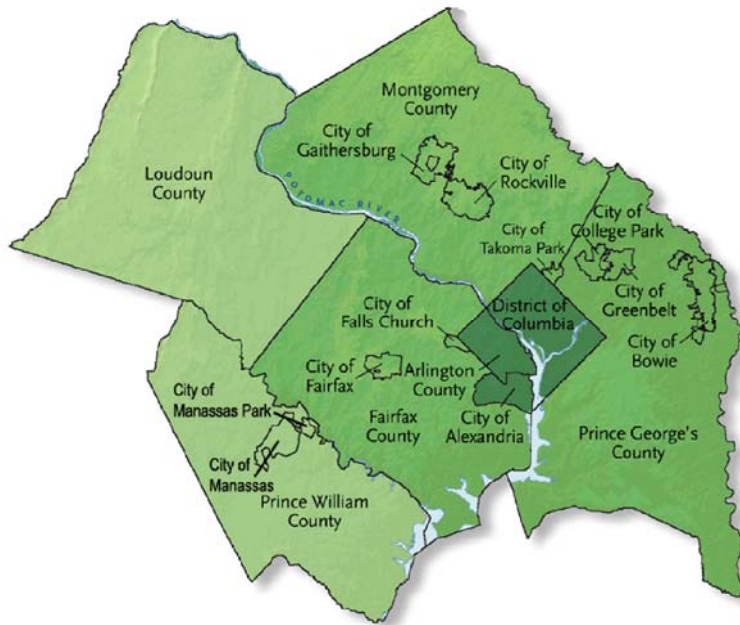
sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

The DRP takes an all-hazards approach to disaster response. Regardless of the emergency, the DRP structure enhances the District’s ability to collaborate with federal response partners by aligning with federal emergency response directives and plans. Examples of directives are Homeland Security Presidential Directives (HSPD), such as HSPD-5, Management of Domestic Incidents. Plans include the NRF, the National Oil and Hazardous Substances Pollution Contingency Plan (NCP), and other national security emergency program plans and initiatives.

Regional Response Implications

While the DRP focuses on the coordination and capabilities of District government agencies, it also recognizes that few actions are taken by the District in major disasters operations that do not directly or indirectly impact its regional partners (see Figure 2: Regional Map of the National Capital Region). The DRP is intended to address the functional interaction with jurisdictions outside of District boundaries, especially in the areas of communications, public information, transportation, public safety, health, schools, and utilities.

Figure 2: Regional Map of the National Capital Region



DRP Relationship to Other Plans

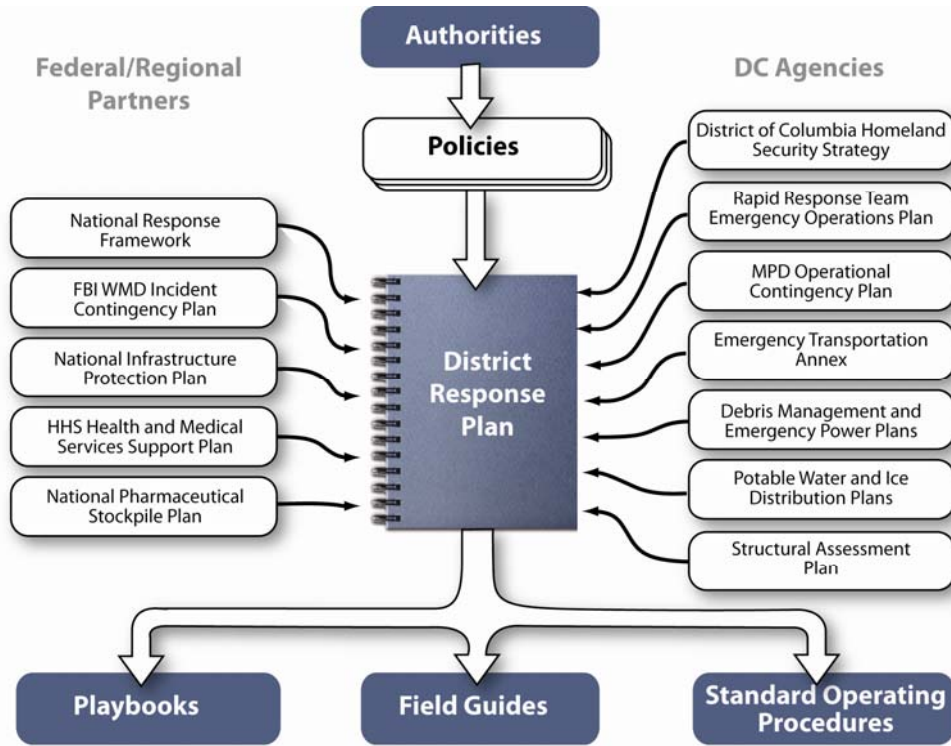
The combined emergency management authorities, policies, procedures, and resources of the District, regional partners, federal government, and other entities (e.g., international organizations, voluntary disaster relief organizations, and the private sector) constitute an intergovernmental emergency response network for providing assistance following an emergency.

Within this network, the District may provide personnel, equipment, supplies, and facilities; and managerial, technical, and advisory services in support of emergency assistance efforts. Various District, regional, and federal statutory authorities and policies establish the basis for providing these resources. A list of emergency response and recovery-related directives, together with a summary interpretation of each legal citation, has been compiled in *Appendix G: Authorities*.

The DRP may be used in conjunction with partner state and local plans, federal emergency operational plans developed under statutory authorities, and Memoranda of Understanding (MOUs) among various federal agencies. The DRP may be implemented concurrently with a number of federal and regional emergency operation plans (e.g., the NCP and the Federal Bureau of Investigation (FBI) Weapons of Mass Destruction Incident Contingency Plan; see *Figure 3: Relationship of the DRP to Other Plans*).

The DRP is supported by tactical policies and procedures (e.g., standard operating procedures), and District agencies with major operational roles also maintain operations plans specific to their agency's emergency response roles and responsibilities.

Figure 3: Relationship of the DRP to Other Plans



II. POLICIES

A. District Policies

The District of Columbia Public Emergency Act of 1980 (DC Official Code 7-2301 *et seq.*) authorizes the Mayor to:

- Establish a program of emergency preparedness that utilizes the services of all appropriate agencies;
- Set forth a comprehensive and detailed District state program for preparation against, and assistance following, emergencies and major disasters, including provisions for assistance to individuals, businesses, and affected areas within the District;
- Establish the Mayor’s Emergency Preparedness Council (EPC);
- Join or enter into, on behalf of the District government, regional programs and agreements with the federal government, neighboring states, and political subdivisions for the coordination of emergency preparedness programs; and

- Issue an emergency executive order, when confronted by an emergency, to preserve the public peace, health, safety, or welfare of the District. The issuance of an emergency executive order may do the following:
 - Expend funds appropriated to the District government sufficient to carry out emergency service missions and responsibilities;
 - Implement provisions of the DRP, notwithstanding established operating procedures relating to the day-to-day responsibilities of public works, entering into contracts, incurring obligations, employment of temporary workers, rental of equipment, purchase of supplies and materials, and expenditure of public funds;
 - Prepare for, order, and supervise the implementation of measures designed to protect persons and property in the District;
 - Require the shutting off, disconnection, or suspension of service from, or by, gas mains, electric power lines, and other public utilities;
 - Issue orders related to public utilities, hazardous materials, sales of goods and services, and curfews;
 - Establish emergency services units, as appropriate;
 - Expand existing departmental and agency units concerned with emergency services, as appropriate;
 - Exercise operational direction over all District government departments and agencies during the period when an emergency executive order may be in effect;
 - Take all preparatory steps, including the partial or full mobilization of emergency services units in advance of an actual event. Such programs can be integrated and coordinated with the emergency services plans and programs of the federal government and of the neighboring states and political subdivisions thereof;
 - Request pre-disaster assistance or a declaration of an emergency from the federal government, certifying the need for federal disaster assistance and committing the use of a certain amount of District government funds to alleviate the damage, loss, hardship, and suffering resulting from the event; and
 - Declare that response to lifesaving and life-protecting requirements under the DRP has precedence over other District response activities, with possible exceptions in cases of national security.

Under DC Official Code sec. 7-2201 *et seq.*, Civil Defense Declaration of Intent, the District of Columbia HSEMA has been delegated primary responsibility for coordinating District emergency preparedness, planning, management, and disaster assistance functions.

B. Federal Policies

If the Mayor determines that assistance supplementing District capabilities is necessary, the Mayor may request that the president declare a major disaster or an emergency under the Stafford Act to engage supplemental federal assistance. If a joint Federal-District Preliminary Damage Assessment (PDA) finds that damages are of sufficient severity and magnitude to warrant assistance under the Act, the president may grant a major disaster or emergency declaration. *Note: In a particularly fast-moving or major disaster, the PDA process may be deferred until after the declaration.*

If an emergency involves an area or facility for which the federal government exercises exclusive or primary responsibility and authority, the president may unilaterally direct the provision of emergency assistance under the Stafford Act. If possible, he or she will consult with the Mayor.

Normally, federal assistance is provided to jurisdictions under the Stafford Act pursuant to a presidential declaration of major disaster or emergency (disaster declaration). However, federal disaster assistance may be obtained without a presidential declaration. The USDHS/Federal Emergency Management Agency (FEMA) may place liaisons in an Emergency Operations Center (EOC)—a central facility for command and control of emergency operations—and move commodities to sites near an incident prior to a declaration. Federal departments and agencies may provide immediate lifesaving assistance under their own statutory authorities without a formal presidential declaration. Also, under other multiagency federal response plans, the federal government may provide assistance in unique situations where there is federal cognizance, such as under the National Contingency Plan and the National Response Framework.

C. Authorities

There are several authorities that provide the legal basis for the District's emergency management efforts, including this DRP (see *Appendix G: Authorities*).

III. CONCEPT OF OPERATIONS

A. General

District agencies respond to a large number of emergencies on a daily basis. Normally, emergencies are handled by agencies using established, traditional protocols and policies that guide them through the response. As the magnitude of an emergency increases, the requirement for non-traditional support also increases, resulting in the need for additional resources and personnel from the District. The District's process for coordinating resources and managing an emergency is described in *Appendix H: Resource Coordination and Management*.

The District will manage the response to emergencies using the DRP Base Plan and the Functional Annexes. During a response:

- The District's Consequence Management Team (CMT)—a central operational organization led by HSEMA, composed of liaison officers of all District ESFs as well as liaisons from all other organizations that are engaged or have potential roles in coordinating the response to an emergency—is activated as warranted by the level of an emergency (see *Appendix B: Emergency Support Operation Levels*). The CMT provides guidance and overall management for District response operations;
- Command of departments or agencies involved in emergency management is not altered by an event unless the Mayor declares otherwise;
- Each department or agency director is in command of the overall operation of his or her organization;
- Use of mutual aid agreements for cooperative response will be entered into and maintained with adjoining political subdivisions for the purpose of reciprocal assistance in the event of emergencies. HSEMA will maintain these mutual aid agreements;
- Normal communications and reporting channels will be used to the maximum practical extent possible. Emergency communications systems will be fully operational and will be used in the event that commercial communications systems are disrupted, saturated, or otherwise unavailable for security purposes;
- District agencies will employ their standard business continuity and business resumption planning principles to ensure the continuity of essential services; and

- Day-to-day functions that do not contribute directly to the operation may be suspended for the duration of the emergency. Efforts that would normally be required of those functions will be redirected to accomplish the emergency task.

In the event that District resources and capabilities are exceeded, the District may call upon neighboring jurisdictions to provide mutual aid in accordance with standing agreements (see *Appendix I: Catalogue of Agreements*). The District also may call upon the federal government to provide supplemental financial or physical resources necessary to deal with the overall impacts of an emergency, as described in the section above. The combined resources of the District, its partners, and the federal government represent a standardized emergency response system able to respond to any emergency.

NIMS and ICS

Recognizing the need for a standardized emergency response system, the DRP adopts the principles of the National Incident Management System (NIMS) and the Incident Command System (ICS). As designed by HSPD-5, NIMS is a consistent, nationwide approach for federal, state, tribal, and local governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

ICS can be used in any size or type of emergency to control response personnel, facilities, and equipment. ICS principles are inclusive of common terminology, modular organization, integrated

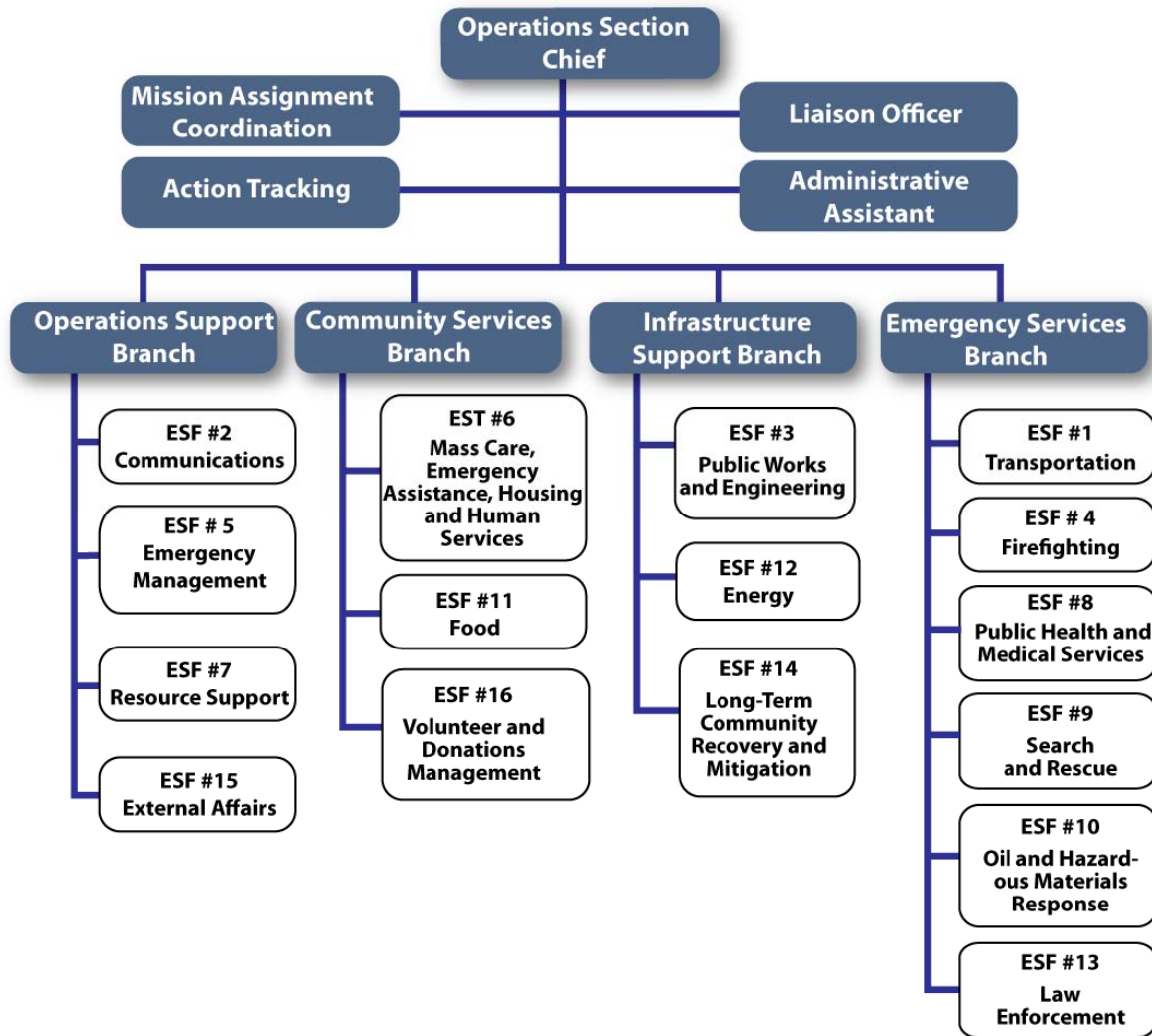
communications, unified command structure, action planning, manageable span-of-control, pre-designated facilities, and comprehensive resource management. The basic functional modules of ICS (e.g., operations, logistics, etc.) can be expanded or contracted to meet requirements as an event progresses.

The District Response Plan adopts the principles of the National Incident Management System and the Incident Command System.

The CMT organizational structure is based on ICS and employs the principles of unified command when organizations with parallel and overlapping authorities are operating in the District's EOC, located at 2720 Martin Luther King Jr. Avenue, SE.

The structure of the District's EOC parallels the USDHS/FEMA Regional Response Coordination Center (RRCC) and the USDHS National Response Coordination Center (NRCC). This allows clear paths of communication between these organizations as well as between responders at the local, regional, and federal levels. Most important is having coordination among the federal and District ESF agencies (see *Figure 4: Emergency Operations Center Operations Section Organization* and *Figure 5: Consequence Management Team Structure*).

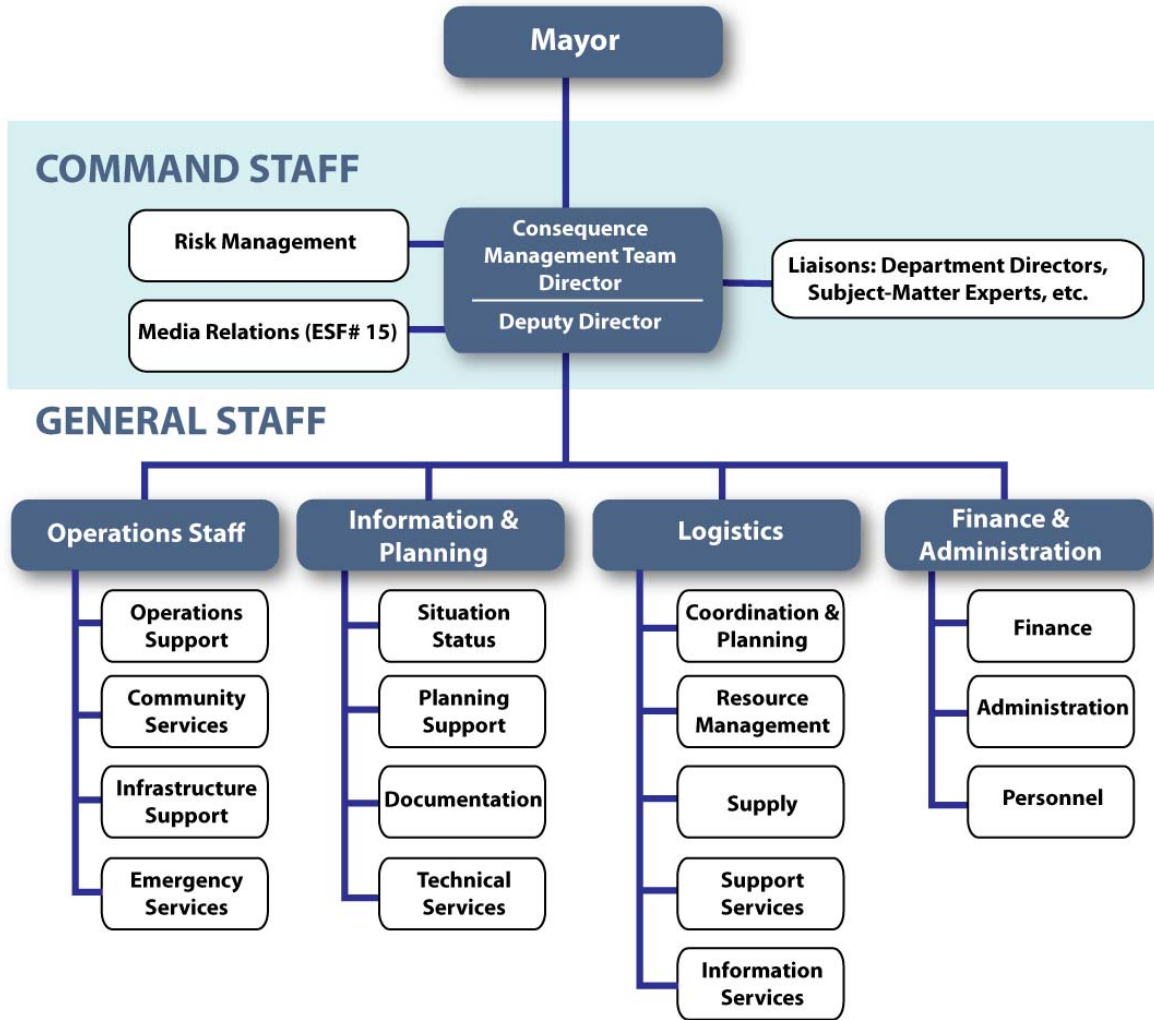
Figure 4: Emergency Operations Center Operations Section Organization



B. Organizational Roles, Responsibilities, and Relationships

The Mayor, supported by the CMT, will lead and manage the agencies engaged in the emergency responses coordinated under this plan. The CMT is the primary body coordinating the response to emergencies and is composed of three major organizational groupings—Policy Group (Mayor), Command Staff, and General Staff (see *Figure 5: Consequence Management Team Structure*).

Figure 5: Consequence Management Team Structure



The Policy Group, led by the Mayor, provides overarching objectives and guidance to the team and receives situation reports from the Command Staff, permitting District leadership to have centralized control over team activities. The Policy Group also manages the Joint Information Center (JIC) through the Mayor’s Office of Communications.

The Command Staff is responsible for the overall management of the incident and they follow Policy Group guidance to formulate the prioritized activities that become the Incident Action Plan. Department Directors, subject-matter experts, and other liaisons augment the Command Staff.

The General Staff provide the tactical level activities during an emergency and follow the direction of the Command Staff. The General Staff has four sections that support emergency operations:

- The Operations Section is responsible for all activities focused on reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations.
- The Information and Planning Section collects, evaluates, and disseminates incident situation information and intelligence to Command Staff and the Policy Group, prepares status reports, displays situation information, maintains status of resources, and documents the Incident Action Plan.
- The Logistics Section supports logistics requirements needed to facilitate effective and efficient incident management across all specialties.
- The Finance and Administrative Section provides financial, reimbursement, and administrative service to support incident management.

Although the actions of emergency responders are centrally controlled, those actions are executed through District departments and agencies. The head of each District department and agency has a responsibility to its employees and to the public to prepare for potential hazards that might impact the District. Among those responsibilities are the execution of their mission under emergency conditions and the protection of employees in emergency situations.

The head of each department and agency of the District government has an implicit responsibility to employees and to the public to prepare for potential hazards that might impact the District.

Certain agencies have clearly identified missions and functions under the DRP in addition to agency-specific missions and functions. These agencies have been grouped into ESFs by the nature of the type of assistance they normally provide. When the Emergency Liaison Officers (ELOs) of these ESFs are co-located in the EOC, they are further grouped into sections that cluster similar functions in order to better coordinate the overall District response.

When the EOC is activated and the CMT is convened at HSEMA, agency heads are still responsible for executing their normal agency missions and functions with priority given to supporting the emergency missions of the District as defined by the CMT Director. Ordinarily, the Mayor delegates to the CMT Director the responsibility of managing the CMT, setting operational priorities, developing action plans, and providing general direction to the ESF agencies engaged in the operation. The CMT Director may be the Mayor or his designee, and is usually the Director of HSEMA.

ELOs augment the CMT by providing all of the key District emergency response functions in a single location under the direction of the CMT Director. ELOs provide significant subject-matter expertise to the CMT through positions placed under the Operations Section. They are organized into four branches as depicted in *Figure 4: Emergency Operations Center Operations Section Organization*.

The following individuals, positions, and agencies have emergency responsibilities in non-operational periods as well as in emergencies. Those responsibilities include the following:

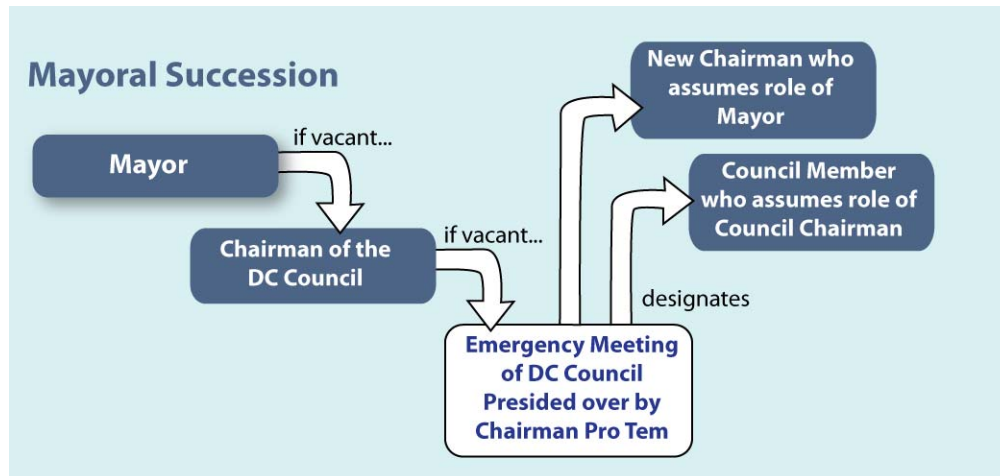
1. Executive Office of the Mayor

The Mayor is responsible for the overall preparedness of the District of Columbia government. As the Chief Executive, the Mayor provides leadership and direction in setting the vision, mission, goals, and objectives for the District emergency preparedness program.

In an emergency, the Mayor and staff assess the situation and determine the necessary level of response based upon the operational requirements and District government capabilities. The Mayor may choose to operate from the EOC together with the CMT, or he or she may delegate the direction of the CMT. The Mayor will declare a State of Emergency if required by the situation (*see Appendix G: Authorities*). The Mayor and mayoral staff will direct the District response using the DRP framework. Should the situation require the resources of the federal government, the Mayor may request federal assistance through the U. S. Department of Homeland Security under the provisions of the Stafford Act. The Mayor may call the president directly to request expedited assistance.

The District leadership structure establishes a line of permanent mayoral succession (*See Figure 6: Mayoral Succession of Power*). In the event of a mid-term vacancy of the Office of Mayor, as provided in the Home Rule Charter Act, the line of succession from the Mayor is to the Chairman of the DC Council. Should the positions of both the Mayor and the Chairman become vacant, the Chairman Pro Tem of the DC Council will immediately call an emergency meeting of the Council for the purpose of designating a Chairman, who then assumes the role of Mayor, and a Council member, who assumes the role of Chairman (D.C. Official Code 1-204.21(c)(2), as amended).

Figure 6: Mayoral Succession of Power



Additionally, there exists a line of interim governmental direction. As a matter of executive policy, the Mayor has designated the City Administrator (CA) to provide executive direction of the District government when the Mayor is outside of the District or otherwise temporarily unable to provide such executive direction. In the situation where neither the Mayor nor the CA is available, the Mayor's Chief of Staff will fill the role.

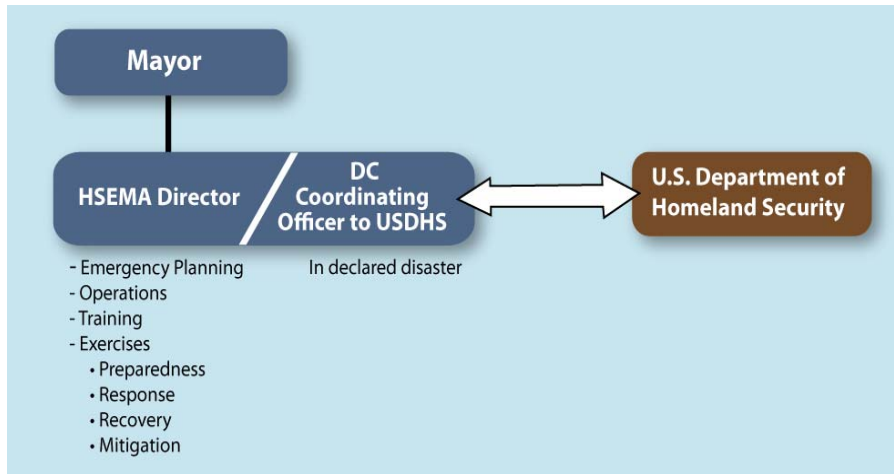
2. Office of the City Administrator

The CA oversees and coordinates District agencies for effective delivery of citywide services through government operations, customer service, managed competition service, and justice grant programs. In situations where the Mayor is absent, the CA will assume the responsibilities of the Mayor and may choose to operate at HSEMA with the CMT.

3. Homeland Security and Emergency Management Agency

HSEMA is responsible for the city's planning and emergency preparedness, response and recovery, and mitigation activities. The HSEMA Director chairs the EPC, which is the principal body that addresses DRP planning and implementation. HSEMA coordinates the city's response to emergencies, disasters, severe weather conditions, and other major events. The HSEMA Director is responsible to the Mayor for program management of all aspects of the District emergency management program. The HSEMA Director coordinates all emergency planning, operations, training, and exercises for preparedness, response, recovery, and mitigation missions of the District. In a declared disaster, the Mayor will appoint the HSEMA Director as the DC Coordinating Officer to represent the District in operational relationships with the U. S. Department of Homeland Security (See Figure 7: Designation of a DC Coordinating Officer).

Figure 7: Designation of a DC Coordinating Officer



The Director of HSEMA maintains the EOC on a 24-hour/7 days-per-week basis. In the event of a major disaster, the EOC may be staffed with a partial or full CMT composed of HSEMA, District, and outside agency ELOs necessary to effect centralized coordination of the overall operation. The HSEMA Director is responsible for the staffing and effective operation of the EOC and CMT, and for ensuring that alternate operating locations are available to continue organizational functions should the EOC become inoperable.

4. Emergency Support Functions

The DRP identifies 16 areas of functional responsibility, called Emergency Support Functions (ESFs). Each ESF is headed by a primary District agency designated on the basis of its authorities, resources, and capabilities in the particular functional area. Each primary agency is supported by an array of agencies that have similar functional roles and responsibilities. The primary and support agency designations are shown in *Appendix E: Responsibilities*.

In addition, each District ESF is partnered with the federal agency that leads the corresponding federal ESF under the National Response Framework. The DRP has an additional ESF #16, Volunteer and Donations Management, which corresponds to the Volunteer and Donations Management Support Annex in the National Response Framework.

District response assistance is provided using some or all District ESFs, as necessary. Through the application of ESFs, the DRP separates the types of direct District assistance that are most likely needed (e.g., mass care, health and medical services) as well as the kinds of operations support necessary to sustain District response actions (e.g., transportation, communications). ESFs are expected to support each other in carrying out their respective

missions. The primary agency may task support agencies if needed. Specific ESF missions, organizational relationships, response actions, and primary and support agency responsibilities are described in the Functional Annexes to the DRP following this Base Plan.

In cases where required assistance is outside the scope of an ESF, federal agency resources will be accessed in order to assist in the emergency operation. Requests for federal assistance from the District are channeled to the DC Coordinating Officer in accordance with the DRP and then to the Federal Coordinating Officer (FCO) or designee for consideration. The FCO is the primary federal official responsible for coordinating, integrating, and synchronizing federal response activities. Based on specific response needs, lead ESF agencies coordinate with their support agencies to provide the assistance required. Federal operational resources deploying to the field such as fire, rescue, and emergency medical responders are integrated into the ICS structure and will be available as resources to the incident commander. (*Appendix E: Responsibilities* provides a table and detailed list of ESF primary and support agency responsibilities.)

5. Agency Directors

Each District agency head must assess the mission-critical functions of the organization to ensure that those functions can be effectively executed in case of emergency. Each agency should have a plan for the protection of its employees in a wide range of hazards as well as a means to notify them of the status of operations of the agency in situations that might adversely affect them. Agency heads are responsible to support the provisions of the DRP and to anticipate potential support missions that might arise in emergency situations. Agency heads should create internal plans and procedures as necessary to ensure mission continuity and protection of employees.

6. Council of the District of Columbia

The Council of the District of Columbia is the legislative branch of the District government. All legislative powers are vested in the Council. It oversees the programs and operations of government agencies, including emergency preparedness. The Council proposes, considers, and passes legislation. Additionally, the Council approves the District's annual budget and financial plan and sets the revenue required to fund the budget. This includes those activities that support preparedness and operational capability of District agencies.

The Council is composed of 13 members, including a representative elected from each of the City's eight wards. Five members, including the Chairman, are elected at-large. The Council conducts its work through standing committees and it establishes special committees as needed.

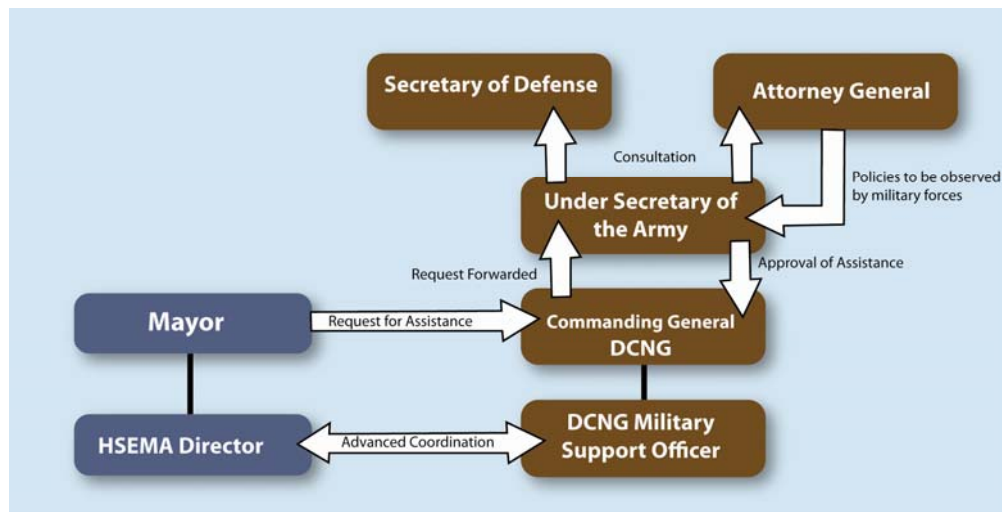
In an emergency, the Council’s standing committees conduct oversight hearings on the effectiveness of the government response, which could result in the enactment of new laws or appropriate funds to support the District operation. In addition, members assist citizens in accessing government services.

7. DC National Guard

The DC National Guard (DCNG) has personnel power and materials that may be used to support the District government during emergency operations, when requested through the appropriate military channels. The DCNG may provide support to a number of ESFs including: transportation; communications; medical resources; security; traffic control; mass care; and other operations.

When DCNG assistance is needed, the Mayor must coordinate the request through the Commanding General of the DCNG. The Commanding General notifies the Under Secretary of the Army of the request and its nature. The Under Secretary consults with the Attorney General and the Secretary of Defense on the request. The Attorney General establishes policies to be observed by military forces in the event they are used for Military Support to Civil Authorities in the District. If approved by the Under Secretary of the Army, the Commanding General advises the Mayor of the decision and commits resources as necessary to assist within the parameters established by the Under Secretary and the Attorney General. If advance coordination is possible, it should be coordinated by HSEMA with the DCNG Military Support Officer (*See Figure 8: Activation of the DC National Guard*).

Figure 8: Activation of the DC National Guard



8. National Capital Region Partners

The District must coordinate its preparedness activities closely with the Commonwealth of Virginia, the State of Maryland, and local jurisdictions that comprise the National Capital Region (NCR, see *Appendix I: National Capital Region Composition*). In addition, during an emergency, these entities may be requested to assist the District under the Emergency Management Assistance Compact (EMAC).

The NCR jurisdictions are operationally interdependent in many functional areas such as transportation, business, government, and workforce. There are as many or more plans than there are jurisdictions, and they must be compatible in order to be effective. The District encourages the promotion of common terminology and functional planning operating systems such as an incident management system and a functional response planning approach such as the DRP and the NRF. The DRP has been shared individually with all federal, state, and local partners within the NCR for review and input. This practice will be continued with each update.

9. Federal Partners

The District will maintain close coordination with its federal agency partners in non-emergency periods through HSEMA and each ESF primary agency. The District receives financial assistance from a number of federal grant programs that support District readiness for all hazards. Among those agencies with grant programs are the USDHS, FEMA, the U.S. Department of Justice, the U.S. Department of Transportation, and the U.S. Environmental Protection Agency. These preparedness relationships, built over time between federal and District agencies, prove invaluable in an actual response operation.

Because of the large federal presence and the importance of the nation's capital, during a no-notice event, federal coordination will occur prior to a presidential declaration under the Stafford Act. The USDHS/FEMA Office of National Capital Region Coordination (ONCRC) serves as this federal coordination point, working with the National Response Coordination Center (NRCC) and the disaster operations directorate at FEMA headquarters, until such time as a federal coordinating officer (FCO) is on scene and a joint field office has been established.

Upon presidential declaration, the Mayor, the Director of FEMA Region III, and a representative in the federal government execute a Federal-District Agreement for a major disaster. The agreement provides the manner in which federal assistance is made available and contains the assurance of the Mayor that a reasonable amount of District government funds has been or will be expended in alleviating damage caused by the emergency.

The HSEMA Director or other authorized representative of the Mayor serves as the DC Coordinating Officer (DCCO, not to be confused with the Defense Coordinating Officer designated by the U.S. Department of Defense) who coordinates requests for federal assistance. The DCCO is the District's senior representative for purposes of requesting federal assistance from the USDHS under the provisions of the Stafford Act and he or she is specified in the Federal-District Agreement as the key agent for processing official requests for assistance under USDHS direction. The DCCO is normally located in the Joint Field Office during the early phases of an operation and works closely with the Federal Coordinating Officer, the senior federal representative.

In any emergency, the Director of FEMA Region III may direct federal agencies to utilize, donate, or lend their equipment and supplies to state or local governments for their use and distribution. The District will extend services, facilities, and personnel to the federal agencies as necessary without regard to normal working hours, holidays, etc. If emergency work is to be performed by federal agencies, the District will provide the federal government with unconditional rights of entry and an authorization for the work to be performed.

10. Military

Federal military assistance can be requested in accordance with the provisions of the First U.S. Army Military Assistance Plan (Short Title 1A-MAP, dated November 30, 1973). The Director of HSEMA coordinates all requests for such assistance with the Director of FEMA Region III and the First U.S. Army Headquarters. The regional Defense Coordinating Official (DCO) serves as the single point of contact for requesting assistance from U.S. Department of Defense (DoD). Mutual support agreements between the District and local military installations are coordinated and negotiated by the HSEMA Director.

The Joint Force Headquarters National Capital Region (JFHQ-NCR) is responsible for land-based homeland defense, defense support of civil authorities, and military incident management in the NCR. JFHQ-NCR command location for military civil support is at Fort McNair. During incidents of national significance, JFHQ-NCR can activate to provide appropriate levels of military support to save lives, prevent human suffering, or mitigate great property loss. Support is primarily land-based. Support may be in response to a planned event, such as security support during a presidential inauguration, or in response to a natural disaster, insurrection, or terrorist attack.

Requests for assistance that requires the use of military assets that cannot be provided directly by JFHQ-NCR Joint Task Force are elevated to and coordinated with U.S. Northern Command (USNORTHCOM).

USNORTHCOM possesses planning cells that will determine the best military asset available to complete the mission requirement. USNORTHCOM command and control agencies will coordinate use of the asset(s) with FEMA, JFHQ-NCR, and the Director of HSEMA.

C. Emergency Operations Teams

In addition to the groups previously mentioned, two additional teams provide emergency operations support. Those teams and their responsibilities are provided below:

1. Rapid Response Teams

When an incident occurs, District rapid response teams are deployed in order to assess damages and determine the immediate needs from the impacted area. The teams are generally composed of HSEMA, Department of Public Works, and other elements with field operating capability.

2. Joint Field Office Liaison Team

The Joint Field Office Liaison Team is composed of District representatives from HSEMA and District ESFs that deploy to the USDHS Joint Field Office in order to establish liaison between the District operations and the federal agency operations when there has been a disaster declaration by the president.

D. Integration of Response and Recovery

Following an emergency, immediate response operations to save lives, protect property, and meet basic human needs have precedence over longer-term objectives of recovery. However, initial recovery planning should commence at once and in tandem with response operations. Actual recovery operations will be initiated commensurate with District priorities and based on availability of resources immediately required for response operations. In recognition that certain response and recovery activities may be conducted concurrently, coordination at all levels is essential to ensure consistent District and federal actions throughout the emergency.

E. Mitigation Actions

Mitigation opportunities should be actively considered throughout emergency operations. Decisions made during response and recovery operations can either enhance or hinder subsequent mitigation activities. The urgency to rebuild as soon as possible must be weighed against the longer-term goal of reducing future risk and lessening possible impacts should another emergency occur.

IV. INCIDENT LIFE CYCLE

District agencies are prepared to take a variety of actions to respond to and recover from an emergency. These actions—ranging from initial notification of an emergency to preparation of a final after-action report—are summarized below. They are not necessarily in sequential order; some may be undertaken concurrently.

A. Initial Actions

Notification

- The HSEMA EOC will notify relevant agencies in accordance with its Emergency Response Notification Matrix. The matrix identifies key personnel and agencies that are notified during a confirmed or unconfirmed emergency that has affected or could affect the District.
- HSEMA contacts select regional and federal response partners based on the severity of the emergency and the potential for the incident to create an impact outside District boundaries.
- In a major disaster, the HSEMA Director notifies the USDHS/FEMA Office of National Capital Region Coordination, which is the DHS contact for the District during a major disaster.
- Following an alert relating to an emergency deemed significant by the HSEMA director, HSEMA convenes a conference call with the Mayor and key advisory personnel to discuss the situation and evaluate the City's operation level.
- CMT members may be notified to convene at HSEMA for an initial meeting, depending on the nature of the emergency. CMT members or alternates remain on call to meet at any time during the response.

Activation

- With an increase to Operation Level 4 or 5 (see *Appendix B: Emergency Support Operation Levels*), HSEMA informs ESF primary agencies that the CMT is being activated and provides a time for each activated ESF to report to HSEMA as part of the CMT.
- Primary agencies are responsible for activation of their support agencies if required.
- Agencies may activate their headquarters' EOCs to provide coordination and direction to their response elements in the field.

- The CMT assembles at HSEMA to assist in assessing the impact of the situation, collecting damage information, and determining requirements.
- The CMT briefs the Mayor or the Mayor's designated liaison officer at the EOC on the assessment of the situation. This information is evaluated to determine whether a State of Emergency needs to be declared.
- As set forth in the Stafford Act, the Mayor must seek a presidential declaration by submitting a written request to the president through the FEMA regional office. Both District and federal officials conduct a Preliminary Damage Assessment (PDA) to estimate the extent of the disaster and its impact. This may, but not always, be included in the declaration request. In this request, the Mayor certifies that the combined District resources are insufficient and that the situation is beyond their recovery capabilities. Following a FEMA regional and national office review of the request and the findings of the preliminary damage assessment, FEMA provides the president an analysis of the situation and a recommended course of action.
- The CMT Logistics Section supports the establishment of a Joint Field Office and mobilization center(s).
- The EOC coordinates District support of requirements until the DCCO assumes those responsibilities.
- The JIC is established, as required, to provide a central point for coordinating emergency public information activities.
- The CMT coordinates damage assessment and selection of locations for field facilities. It also coordinates mission assignments for direct assistance and procurement of goods and services.
- ESFs, under the direction of an incident commander, act quickly to determine the impact of an emergency on their own capabilities and to identify, mobilize, and deploy resources to support response activities in the affected area.

B. Continuing Actions

Response Operations

- The EOC augments the CMT to full operations with the addition of staff, including ELOs.
- The CMT is located at HSEMA and assumes command responsibility for coordinating emergency assistance by identifying needs and priorities.

- The ELOs in the EOC coordinate District assistance under their respective ESF missions. To the extent necessary and possible, they maintain contact with their regional and federal counterparts.
- The CMT Policy Group convenes as needed to address policy issues such as allocation of scarce District resources.
- The JIC conducts briefings for media, Neighborhood Services Coordinators, District Council Members, and Members of Congress and staff as appropriate.
- Working with environmental agencies, the District Environmental Officer identifies environmental and historic assets that might require consideration under the law as response and recovery efforts are implemented.
- Once immediate response missions and lifesaving activities conclude, emergency teams are demobilized and the emphasis shifts from response to recovery operations. During response operations, the CMT Information and Planning Section develops a demobilization plan for the CMT.

Operational Cycle

The decision-making process of the CMT is enhanced through an operational cycle of planning and execution, which ensures that incident action plans are developed and executed to achieve incident goals and objectives. The operational cycle may begin with the scheduling of a planned event, the identification of a credible threat, or with the initial response to an actual or impending event.

Whatever the cause, the operational cycle starts with guidance from the Mayor who provides clear strategic direction to the Command Staff. That direction is developed into a plan listing comprehensive, tactical objectives with a detailed analysis of the resources and support needed to accomplish tactical objectives by the Command Staff. This plan is called the Incident Action Plan (IAP) and is accomplished during each cycle of planning and execution. Typically, the operational cycle follows the shift cycle (8-hour or 12-hour shifts) so the plans of one shift are executed by the Operations Section and revised by the Information and Planning Section on the next shift.

IAP development follows five phases:

- Develop situational awareness and an understanding of the emergency;
- Establish incident objectives based on the understanding of the emergency and develop a strategy that tie objectives into an executable plan;
- Develop the IAP;

- Document and disseminate the IAP; and
- Evaluate and revise the IAP.

To accomplish this, the Information and Planning Section Chief conducts a planning meeting with the CMT Director, Command Staff members, the General Staff Section Chiefs, and appropriate technical specialists. During this meeting and based on strategic direction from the Mayor, control objectives are determined; policy, legal, and fiscal constraints identified; and emerging issues developed.

The Information and Planning Section Chief uses this information to prepare the IAP and to coordinate tasking for interdisciplinary “task groups,” who are charged with the resolution of problems that could interfere with the attainment of the objective. Task group assignments are given to either ELO members or ESF technical experts, depending on the complexity of the issue and availability of ESF technical experts. The Information and Planning Section conducts administrative oversight of the task groups.

Incident goals and objectives established by the Command Staff and implemented by the General Staff form broad guidance that continually changes based on the immediate priorities of the event. The IAP is used in directing CMT response operations by establishing priorities for ESF actions and providing “task group” solutions to execution issues.

Situational Awareness

Situational Awareness is the ability to identify, process, and comprehend the critical elements of information about what is happening as an event unfolds. From the CMT perspective, this means knowing: where emergency needs are greatest; what assets are needed; how to get assets into areas where they are needed; and what the status is of assets as they move on-scene and perform actions.

The ability to maintain situational awareness occurs through effective communication of event information from and to Mayor, Command Staff, and General Staff; ESF Primary and Support Agencies; and on-scene personnel. Situational awareness may be maintained and/or improved by:

- Following and completing actions specified in the IAP;
- Recognizing and making others aware when actions deviate from standard procedures;
- Monitoring the performance of immediate team members;

- Providing information in advance when possible;
- Identifying potential or existing problems;
- Continually assessing and reassessing action plan progress as it relates to Policy Group objectives;
- Updating information on WebEOC (a Web-enabled crisis information management system) and on Regional Boards; and
- Clarifying expectations and outcomes with other team members.

Documenting Actions

The documentation of actions is paramount to effective communications. Individuals with emergency event information can use this information to adjust their actions. When individuals input emergency event information into an information system (such as WebEOC), in an accurate and timely fashion, that information is available to every agency connected to the system. Accurate and timely documentation of event actions into information systems and situation reports provide all agencies involved in the event with the effective communication they need to maintain situational awareness.

C. Recovery Operations

- The CMT Operations Section is the central coordination point among District, regional and federal agencies, and voluntary organizations for delivering recovery assistance programs. The Community Services and Infrastructure Support Branches of the Operations Staff Section assess District recovery needs at the outset of the emergency and the relevant time frames for program delivery. The branches ensure that District agencies with appropriate recovery assistance programs are notified of the emergency event and share relevant applicant and damage information with all involved agencies.
- The DCCO determines the need for Disaster Recovery Centers in the emergency area. District agencies staff the centers with knowledgeable officials who provide recovery program information, advice, counseling, and technical assistance related to mitigation.
- The Community Services Branch of the CMT coordinates assistance programs to help individuals, families, and businesses meet basic needs and return to self-sufficiency.

- The Infrastructure Support Branch of the CMT coordinates assistance programs to aid the District government and eligible private non-profit organizations to repair or replace damaged public facilities.
- Community Services and Infrastructure Support Branches assist in: identifying appropriate agency assistance programs to meet applicant needs; synchronizing assistance delivery; and encouraging incorporation of mitigation measures where possible. Additionally, they track overall progress of the recovery effort, particularly noting potential program deficiencies and problem areas.

Stand Down

Once incident goals and objectives have been achieved and/or a centralized District coordination presence is no longer required, the CMT implements the demobilization plan to transfer responsibilities to recovery assistance program oversight and monitoring. Following complete demobilization, responsibilities shift back to individual agencies' District offices.

After-action Critique

Following an emergency, the DCCO submits an after-action report through the CMT Information and Planning Section to HSEMA, detailing problems encountered and key issues affecting District performance. Data from these issues and targeted reviews are analyzed and provided, as appropriate, to HSEMA management and to the EPC for consideration. After a major disaster or unique emergency operation, HSEMA may convene an interagency forum to identify lessons learned. Each District agency involved is encouraged to keep records of its activity to assist in preparing its own after-action report.

Emergency Support Function #1 Transportation

Primary District Agency:	District Department of Transportation
Support District Agencies:	DC Public Schools Department of Employment Services Department of Health Department of Human Resources Department of Human Services Department of Mental Health Department of Parks and Recreation Department of Public Works Fire and Emergency Medical Services Department Homeland Security and Emergency Management Agency Metropolitan Police Department Office on Aging Office of the Chief Technology Officer Serve DC
Other Support Agencies and Organizations:	AMTRAK DC Housing Authority DC Water and Sewer Authority Federal Highway Administration, Division Office Maryland Department of Transportation Maryland Transit Authority Metropolitan Washington Council of Governments Potomac Electric Power Company Virginia Department of Transportation Virginia Rail Express Washington Metropolitan Area Transit Authority
Primary Federal Agency:	U.S. Department of Transportation
Support Federal Agency:	District of Columbia National Guard

I. Introduction

A. Purpose

The District Department of Transportation (DDOT) is the primary agency for Emergency Support Function (ESF) #1—Transportation. ESF #1 supports the District Response Plan (DRP) by providing direct assistance to District, federal, regional, and other responding agencies as they respond to potential or actual emergencies that require transportation assets and/or that affect the transportation network. The transportation network refers to the multimodal system within the District that includes: surface; transit; maritime; and aviation assets.

B. Scope

ESF #1, when activated by the Homeland Security and Emergency Management Agency (HSEMA), provides emergency transportation support and guidance to District agencies, citizens, and visitors during an emergency. The scope of ESF #1 activities includes:

- Provide traffic management to ensure the effective movement of goods and services;
- Coordinate transportation logistics;
- Perform normal emergency transportation activities under the direct authority of ESF #1 primary agency, DDOT; and
- Report the status of and, when necessary, restore the transportation infrastructure.

The policies and responsibilities detailed in this annex are supported by a number of subordinate plans that detail response timing and procedures. These subordinate plans include:

- Emergency Transportation Annex—May 2008;
- Internal Operations Plans of DDOT; and
- Standard Operating Procedures of DDOT.

II. Policies

- A. In the event of ESF #1 activation, all ESF #1 agencies will be organized and operate under a unified command and in accordance with the Incident Command System (ICS).
- B. As part of the incident command system, in the event an ESF #1 support agency arrives at the incident scene first, ESF #1 duties will be delegated to that support agency until DDOT arrives.
- C. ESF #1 provides transportation policy as well as logistical and operational support during emergencies.

- D. ESF #1 establishes and maintains a listing of critical transportation infrastructure.
- E. ESF #1 information coordination occurs at the HSEMA Emergency Operations Center (EOC) located at 2720 Martin Luther King Jr. Avenue, SE.
- F. Initial ESF #1 information coordination will occur at the Traffic Management Center (TMC) located on the second floor of the Reeves Building. The TMC is the 24-hours-per-day/7-days-a-week traffic monitoring center for the District.¹
- G. If incident response surpasses ESF #1 capabilities, requests for additional resources from the private sector and/or other regional government agencies will occur through HSEMA and/or through the Emergency Management Assistance Compact (EMAC) process.
- H. Due to the unique nature of the District, the deployment and assistance of federal assets may be required prior to a presidential declaration of an emergency. In this case, all transportation activities will be coordinated through ESF #1.
- I. DDOT is responsible for tracking all ESF #1 expenses and data collected during the ESF activation.
- J. All public information regarding transportation issues and ESF #1 will be coordinated through the DDOT Public Information Officer (PIO).

III. Situation

A. Disaster Condition

By nature, a transportation network is an extremely fragile system. Local transportation activities can be hampered due to damaged infrastructure, a surge in use, and/or a loss in capacity. Most emergencies will create a demand for local transportation resources to support the response, recovery, and restoration of the transportation system.

B. Planning Assumptions

1. The HSEMA EOC will activate ESF #1 at the appropriate level of risk presented by a perceived or actual emergency.
2. An emergency occurring within the National Capital Region (NCR) will have a negative impact on the District transportation network.
3. During an emergency the transportation infrastructure will be impacted, which could limit access to and from the incident area.

¹ The TMC may move all shifts to the HSEMA Emergency Operations Center in the future.

4. An emergency within or adjacent to the District has the potential to cause loss of life, property, and/or disruption of normal life support.
5. Infrastructure damage and communications disruptions will inhibit efficient coordination of transportation support during the immediate and post-disaster period.
6. Regional emergency transportation coordination and planning is critical to ensure regional transportation stability.
7. During an emergency, sheltering in place may be determined to be the appropriate protective action versus an evacuation.

IV. Concept of Operations

A. General

1. ESF #1 agencies will coordinate and execute their respective authorities and program responsibilities during and immediately following an emergency affecting transportation.
2. While activated, ESF #1 will provide situational and status information to ESF #5—Emergency Management on all transportation activities. ESF #1 support agency representatives will collaborate with field personnel to coordinate support with their agencies through various agency operations centers, as necessary.
3. All transportation related requests for District assistance and mission assignments are submitted to the ESF #1 Emergency Liaison Officer (ELO) at the HSEMA EOC for action.

B. Organization

1. **District Emergency Operations Centers**— During large transportation public emergencies, DDOT will operate through its Consequence Management Center (CMC) located on the 7th Floor of the Reeves Building. DDOT may request support agency ELOs to report to its CMC if the emergency situation warrants.

During small transportation emergencies, DDOT will operate the emergency through the TMC. The TMC will always be DDOT's initial information and coordination location, since it operates 24-hours-per-day/7-days-per-week.

2. **HSEMA EOC**—DDOT and/or an ESF #1 supporting agency will provide the necessary representation at the EOC and the Consequence Management Team (CMT) until deactivated or released by the CMT Director.

3. **Interagency Liaisons**—DDOT may assign ELOs to various District agency operations centers to ensure transportation actions are properly coordinated. For small emergencies requiring ESF #1 assistance, transportation operations and command personnel may operate out of that agency's operations center, or the HSEMA EOC.

C. Notification

1. The HSEMA EOC will notify DDOT of an emergency situation and the need to activate ESF #1. Then DDOT will immediately notify the appropriate primary and support agency personnel of activation. DDOT also will provide notification to regional stakeholders to promote regional coordination.
2. DDOT may receive notification through other means of communication other than the HSEMA EOC. In this case, DDOT will notify the HSEMA EOC of the emergency and begin coordination.
3. If timing permits, DDOT will notify Washington Metropolitan Area Transit Authority (WMATA) three hours prior to emergency activation to provide for the coordination of staff to meet increased demand on the transit network.

D. Response Actions

1. Initial Actions

- a. Immediately upon notice of an imminent or actual emergency, DDOT will activate the emergency on-call alert roster. Priority attention will be directed toward staffing the HSEMA EOC and activating the support agencies at the DDOT CMC and TMC.
- b. Notification will be made to regional stakeholders of the actions being taken as a result of the emergency.
- c. DDOT will deploy its transportation response teams and Roadway Operations Patrol to the field to assist in reestablishing the transportation network and to develop initial diversionary plans for rerouting traffic around and away from the incident scene.
- d. DDOT and ESF #1 support agencies will execute their emergency response plans in accordance with their internal operation plans, Standard Operating Procedures (SOPs), and concurrently prepare to send representatives to appropriate locations as directed.

- e. The DDOT TMC will immediately begin assessing the impact of the incident on the District's transportation system and report findings to DDOT management at the HSEMA EOC or the DDOT CMC. The TMC also will initiate alternative traffic-signaling plans along routes where appropriate.
- f. The Emergency Transportation Annex (ETA) will be implemented as directed.

2. Continuing Actions

- a. Continue to monitor, analyze, and report on the transportation network and the stability of the transportation infrastructure.
- b. Coordinate on issues related to evacuation, accessibility of relief services, and emergency supplies. Issues include identifying staging areas for supplies and routing information for carriers.
- c. DDOT or its designee will process all requests for assistance and mission assignments for ESF #1 support and services for distribution, validation, and/or action in accordance with this ESF and its annexes.
- d. ESF #1 personnel will continue transportation network damage assessment for all modes of transportation. ESF #1 will implement strategies aimed at analyzing the effects of the emergency on the regional transportation system, monitoring transportation network capacity and roadway congestion, and implementing management controls as required.
- e. The DDOT TMC will establish communications, maintain communications, and report and receive assessments and status information.
- f. The DDOT TMC will continue to coordinate with its regional counterparts regarding traffic-signal timing and overall surface-street strategies to ensure consistency.
- g. ESF #1 will coordinate with the various District agencies, private utilities, federal and regional agencies, and private interests to determine status of construction and other work developments that could impact traffic along designated emergency routes, gateways, and regional routes.
- h. ESF #1, in coordination with the Metropolitan Police Department (MPD) and Department of Public Works (DPW), will identify vehicles

that require towing due to the emergency. ESF #1 also will coordinate the use of the heavy-equipment-towing crane.

- i. ESF #1 will coordinate with DPW Fleet Management Administration (FMA) for the issuing of additional vehicles, if needed during the emergency.
- j. ESF #1 will assist ESF #3—Public Works and Engineering with the clearing and restoration of the transportation network. ESF #1 will provide priority guidance on critical traffic routes to be cleared.
- k. An ESF #1 representative will coordinate with DPW FMA for the use of District-owned vehicles for emergency movement of personnel and relief supplies. The representative also will determine whether non-District vehicles are needed and will make requests for assistance.
- l. ESF #1 ELOs at District control centers will remain at their duty locations until deactivated or released by the designated HSEMA official.

V. Responsibilities

A. Primary District Agency

District Department of Transportation (DDOT)—DDOT will manage and coordinate emergency transportation response operations and restoration of the transportation network during emergencies. DDOT will ensure ESF #1 is represented at the HSEMA EOC and other District control centers when requested. DDOT will ensure that situation reports are completed, expenses are tracked, and information is given to HSEMA when requested. DDOT personnel serve as the Mayor's primary point of contact (POC) regarding transportation issues.

B. Support District Agencies

1. **DC Public Schools (DCPS)**—DCPS will provide its fleet of school buses to assist with transport of evacuees to shelters. DCPS also will notify ESF #1 regarding the movement of students during an emergency.
2. **Department of Employment Services (DOES)**—DOES will assist in recruitment of emergency manpower, as needed, to assist in the emergency.
3. **Department of Health (DOH)**—DOH will provide support for persons requiring special transportation (transportation of patients requiring medical care). DOH employees and/or volunteers may be requested to staff transportation facilities to provide emergency medical first aid. DOH will

provide ESF #1 with guidance on the distribution of the Strategic National Stockpile.

4. **Department of Human Resources (DHR)**—DHR will provide ESF #1 with human resource guidance during an emergency. For instance, in the case of a Pandemic Flu incident, DHR can provide guidance on which employees to call-in.
5. **Department of Human Services (DHS)**—DHS is the primary agency coordinating the transportation of persons to and from District shelters. DHS also will coordinate the movement of persons who require special transportation.
6. **Department of Mental Health (DMH)**—DMH will support the movement of persons who require special transportation. DMH will provide support during the movement of mental health patients.
7. **Department of Parks and Recreation (DPR)**—DPR will mobilize its staff, fleet, and volunteers to assist with transportation activities, which may include providing transportation to or assisting with the operation of shelter facilities. City parks and recreational facilities may be used as transfer points for people leaving an evacuation area who need assistance.
8. **Department of Public Works (DPW)**—DPW will coordinate, obtain, and stage vehicle fleets and crews as designated by ESF #1. DPW will coordinate the clearing of debris from emergency routes. DPW will coordinate the staging and use of towing cranes. DPW and DDOT also will advise on the use of equipment and supplies when developing strategies for protecting the transportation infrastructure.
9. **Fire and Emergency Medical Services Department (FEMS)**—FEMS is responsible for emergency transport from the incident scene to medical facilities. FEMS also will coordinate on transportation issues regarding the decontamination and transportation of victims exposed to a toxic element and the decontamination of District and regional vehicles.
10. **Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will support the ESF #1 coordination process. The HSEMA will work as an honest broker in resolving issues and multiple requests among multiple ESFs. All ESF #1 requests will go through the ELO stationed at the HSEMA EOC.
11. **Metropolitan Police Department (MPD)**—MPD will provide critical-intersection control and will report on any area transportation disruptions. The MPD will provide escort service for emergency response vehicles when requested. The MPD will be responsible for the coordination of street

closings with DDOT and other regional law enforcement agencies. The MPD, in coordination with DPW, will provide towing cranes, if necessary, to remove parked vehicles from designated emergency evacuation routes during an emergency. An ESF #1 ELO will be stationed at the Command Information Center (CIC) when requested for coordination.

12. **Office on Aging (DCOA)**—DCOA will coordinate on the movement of seniors requiring special transportation to shelter facilities. DCOA will identify and coordinate, to the extent possible, the location of District seniors in need of transport to mass feedings, congregate meals, and food distribution centers. DCOA, through its contractors, will assist in shelter-in-place operations and the coordination of mobile feeding units to serve District senior citizens.
13. **Office of the Chief Technology Officer (OCTO)**—OCTO will provide communication and geographic information systems (GIS) support to ESF #1.
14. **Serve DC**—Serve DC will support ESF #1 when ESF #1 requests transportation related volunteers. This could include, but is not limited to, administrative and/or logistical support.

C. Other Support Agencies and Organizations

1. **AMTRAK**—AMTRAK will provide emergency transit support and coordination during an emergency. During an AMTRAK transit rail failure, AMTRAK will work with DDOT to establish transfer points and obtain sufficient transportation assets for the follow-on movement of its users.
2. **DC Housing Authority (DCHA)**—DCHA may be contacted to coordinate the use of its fleet and crews for the movement of supplies and resources.
3. **DC Water and Sewer Authority (DCWASA)**—DCWASA will provide information on waterway emergency access routes during emergencies. DCWASA will coordinate with ESF #1 pertaining to construction of critical water and sewer facilities and/or destruction or stabilization of structures that affect the transportation system.
4. **Federal Highway Administration (FHWA), Division Office**—FHWA will provide guidance and assistance to DDOT regarding federal laws, assistance, and regulations.
5. **Maryland Department of Transportation (MDOT)**—MDOT will provide emergency coordination and support to DDOT for the transportation network.

6. **Maryland Transit Authority (MTA)**—MTA will provide emergency transit support and coordination during an emergency. During a MTA transit rail failure, MTA will work with DDOT to establish transfer points and obtain sufficient transportation assets for the follow-on movement of its users.
7. **Metropolitan Washington Council of Governments (COG)**—COG will provide support via the Regional Incident Communication and Coordination System (RICCS) to ESF #1.
8. **Potomac Electric Power Company (PEPCO)**—PEPCO will provide support and coordination in the reestablishment of the District's traffic-signaling system. PEPCO, in conjunction with DDOT, ESF #3—Public Works and Engineering and ESF #12—Energy will provide support in the reestablishment of power caused by down trees.
9. **Virginia Department of Transportation (VDOT)**—VDOT will provide emergency coordination and support to DDOT for the transportation network.
10. **Virginia Rail Express (VRE)**—VRE will provide emergency transit support and coordination during an emergency. During a VRE transit rail failure, VRE will work with DDOT to establish transfer points and obtain sufficient transportation assets for the follow-on movement of its users.
11. **Washington Metropolitan Area Transit Authority (WMATA)**—WMATA is a key provider of regional emergency transit service during an emergency. The WMATA will work closely with ESF #1 to ensure continuity regarding transportation information, logistics, and operations. WMATA also will work closely with DDOT by obtaining and funding additional buses or other equipment during an emergency. WMATA will have a liaison at the HSEMA EOC during an emergency.

D. Primary Federal Agency

U.S. Department of Transportation (USDOT)—USDOT is the primary federal agency for ESF #1 under the National Response Framework (NRF) and will provide direct, technical, and other support to the District through the District ESF #1 and the District's primary agency for ESF #1, DDOT.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the U.S. Department of Homeland Security (USDHS) National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

E. Support Federal Agency

DC National Guard (DCNG)—DCNG will provide intersection control support and transportation infrastructure security, facilitate the transport of disaster-relief supplies, and assist in the evacuation or relocation of persons during emergencies, at the request of HSEMA.

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Emergency Support Function #2 Communications

Primary District Agency:	Office of the Chief Technology Officer
Primary Support District Agency:	Office of Unified Communications
Support District Agencies:	DC Public Schools Department of Corrections Department of Employment Services Department of Health Department of Human Services Department of Parks and Recreation Department of Public Works District Department of the Environment District Department of Transportation Fire and Emergency Medical Services Department Homeland Security and Emergency Management Agency Metropolitan Police Department Office of Cable Television and Telecommunications Office of Communications, Executive Office of the Mayor Office of Property Management
Other Support Agencies and Organizations:	DC Water and Sewer Authority Radio Emergency Associated Communication Teams Verizon Washington Metropolitan Area Transit Authority
Primary Federal Agency:	U.S. Department of Homeland Security/National Protection and Programs Directorate/Cyber Security and Communications Division/National Communications System
Support Federal Agency:	District of Columbia National Guard

I. Introduction

A. Purpose

Emergency Support Function (ESF) #2—Communications ensures the provision of communications support to District response efforts following an emergency under the District Response Plan (DRP). The primary agency coordinating ESF #2 is the Office of the Chief Technology Officer (OCTO) and the primary support agency is the Office of Unified Communications (OUC).

OCTO is responsible for maintaining the communications infrastructure, including voice and data connectivity. OCTO works with District and industry partners to ensure the integrity of the system through assessment, mitigation, and recovery activities.

OUC is responsible for communications assets (i.e., radio caches); communication systems (i.e., 9-1-1 and 3-1-1); and policies, directives, and interoperable public safety communications.

B. Scope

ESF #2 coordinates District actions to provide the required communications support to District emergency response elements. This ESF will coordinate the establishment of required temporary communications and the restoration of permanent communications. Where appropriate, services may be furnished under the provisions of the Telecommunications Service Priority system. ESF #2 applies to all District departments and agencies that may require communications services or whose communications assets may be employed during an emergency response.

The policies and responsibilities detailed in this annex are supported by a number of subordinate plans that detail response timing and procedures. These subordinate plans include:

- State Communications Interoperability Plan (SCIP);
- Tactical Communications Interoperability Plan (TCIP); and
- Standard Operating Procedures of OCTO and OUC.

II. Policies

- A. The SCIP and TCIP plans prescribe the planning and use of District communications assets and resources in support of the provisions of the federal communication acts.
- B. DC Code 1-1401 *et seq.*, contains the authority for OCTO to develop plans and coordinate and manage communications support for District organizations during emergencies.

- C. When an emergency is of sufficient severity and magnitude to surpass local agencies' capabilities, an appropriate request for private sector support or federal assistance will be initiated.
- D. Emergency response agencies as well as appropriate support agencies and applicable volunteer organizations will provide Emergency Liaison Officers (ELOs) to support the Homeland Security and Emergency Management Agency (HSEMA) Emergency Operations Center (EOC) when it is activated, as required.
- E. Agencies have designated certain personnel as normal, critical, or super-critical users. These designations were made based on each agency staff member's responsibilities during an emergency.
- F. The following voice/text messaging services have been arranged by ESF #2 for personnel in key emergency preparedness agencies in the following categories:
 - 1. Plain telephone service is available for the normal user. Users will compete with the balance of the District population and will likely experience severe competition for dial tone.
 - 2. 1-800 number access allows normal users access to less competitive federal government long-distance circuits to complete local calls to pre-assigned District 1-800 numbers.
 - 3. Cingular and Verizon Wireless provide normal cellular service. Users compete with other subscribers for dial tone.
 - 4. Two-way, combination cellular and digital two-way radio service (Sprint/Nextel) provides private network cellular service and point-to-point two-way radio service. Users compete with other Sprint/Nextel subscribers for services provided by Sprint/Nextel. Users do not compete when connecting to another Sprint/Nextel device (Direct Connect).
 - 5. Switch Redirect (SR) relocates District government telephone numbers and subscribed services to District government incident command centers and other emergency locations. SR telephone numbers must be pre-designated, and "unused" phones must be available to activate at the incident command centers or emergency locations.
 - 6. National Security Emergency Preparedness (NSEP) priority cellular service provided by Cingular and Sprint/Nextel gives priority, non-encrypted service for emergency use over Verizon's regular cell networks.
 - 7. The Government Emergency Telecommunications Service (GETS) landline card provided by the National Communications System (NCS), with

- AT&T, Verizon, and Sprint circuits/lines, provides high-priority long-distance circuits to complete local and long-distance calls. By dialing a pre-designated number, local and long-distance calls will compete on the NSEP federal government long-distance network. Users compete with other high-priority NSEP government users. Call completion depends on first obtaining local dial tone, which GETS does not provide [but it is provided by Essential Service Protection (ESP) (see below)].
8. ESP offers priority local dial tone, and Wireless Service Protection (WSP) offers priority wireless dial tone for voice and data.
 9. Home Phone ESP is provided for home phones for a select group of super-critical users.
 10. Unified 460 and 800 MHz radio network allows Metropolitan Police Department (MPD) and Fire and Emergency Medical Services (FEMS) first responders to communicate. FEMS first responders also can communicate seamlessly on 800 MHz radios with first responders in the National Capital Region.
- G. Two additional systems that can be accessed are the Washington Area Warning Alert System (WAWAS) and the National Warning System (NAWAS). These systems are set up through the Federal Emergency Management Agency (FEMA) and located at the HSEMA, which serves as the central communications control point within the District as well as the region. They provide communication with and access to local and national military and law enforcement support. The Fire Mutual Aid Response System (FMARS), Police Mutual Aid Response System (PMARS), and public emergency alert system, powered by Roam Secure, can be utilized as well. The public emergency alert system provides comprehensive public alerts to household landlines and cellular data terminals.
- H. OCTO is responsible for establishing, implementing, and maintaining an Information Technology (IT) security program. The IT security program establishes standards, procedures, and guidelines to assure security is maintained on all District government networks. The program conducts surveillance of computer user activities through the use of variety of monitoring tools.

III. Situation

A. Disaster Condition

1. During an emergency, commercial communications facilities may sustain widespread damage. At a time when the need for real-time electronically-processed information is greatest, the capability to acquire it may be seriously restricted or nonexistent. In such situations, all surviving

communications assets of the various government agencies, augmented by extra assets, will be needed immediately to ensure a proper response to the event.

2. When activated, ESF #2 will coordinate and support communications requirements across the emergency continuum.

B. Planning Assumptions

1. Initially, District officials will focus on coordinating lifesaving activities concurrent with reestablishing control in the disaster area. Working with the communications industry, officials will restore and reconstruct communications facilities as the situation permits.
2. Initial damage reports may be fragmented and provide an incomplete picture concerning the extent of damage to communications facilities.
3. Weather and other environmental factors may restrict the ability of suppliers to deploy mobile or transportable communications equipment into the affected area.
4. The affected area's ability to communicate with the rest of the District may be impaired. Some key individuals may be isolated from their offices and/or operations centers.

IV. Concept of Operations

A. General

1. OCTO will be the primary point of contact (POC) for the communications industry in the emergency area for District communications requirements and will coordinate the industry's response. OCTO will coordinate with the federal communications officer regarding possible federal communications requirements.
2. OCTO, in coordination with OUC, has overall responsibility for the coordination of communications support in the response area. When communications assistance is requested during an emergency response, OCTO and OUC will prioritize conflicting requests and recommend solutions.
3. HSEMA controls its communications assets (i.e., Mobile Command Posts) in the emergency areas, but coordinates their use with the OUC Director. Other agencies, such as MPD and FEMS also control their communications assets in support of the emergency response, and coordinate their use with

OUC and HSEMA Directors. OCTO provides technical support for the Mobile Command Posts.

4. Communications management will occur on a bottom-up basis; decisions will be made at the lowest level, with only those issues requiring adjudication or additional resources being referred to the next higher management level.
5. Previously distributed emergency telecommunications capabilities and devices will be used throughout the entire ESF #2 operating environment. These capabilities and devices are described above.

B. Organization

1. Response operations for an emergency other than regular duties will normally begin when the Consequence Management Team (CMT) is activated. ESF #2 will selectively activate specific support activities based on the nature and scope of the event, the types of service disruption (e.g., voice, data, e-mail, Internet), and the OCTO, OUC, and other District resources required to support response efforts.
2. District ESF #2 operations will normally commence when the CMT is activated.

C. Notification

OCTO and OUC are always available to assist industry response operations during day-to-day planning and coordination of communications support, including emergency response activities. If ESF #2 is activated by HSEMA, HSEMA will notify the Chief Technology Officer and the OUC Director. The agencies will dispatch Emergency Liaison Officers (ELOs) to the EOC in support of ESF #2 response activities. OCTO and OUC will then alert all emergency communications personnel and industry partners and assume District-level coordination of communications assets, as necessary.

D. Response Actions

1. Initial Actions

- a. Immediately upon notification of an emergency, OCTO will begin gathering damage assessment data from the District government and industry representatives. OCTO, in coordination with the OUC, HSEMA, and the CMT Director, will determine the appropriate level

of response for ESF #2 elements. The initial focus of OCTO, in coordination with OUC, will be to:

- Determine operational communications assets available for use within the affected area;
 - Identify communications assets not within the affected area that may be brought physically or employed electronically to support the affected area;
 - Assess actual and planned actions of the commercial communications companies toward recovery and reconstruction of their facilities;
 - Validate operational status of Operation Data Center (ODC) 1 and 2 as primary, physical relocation sites as designated in the Continuity of Operations (COOP) plan (if necessary, move to pre-established plan and relocate critical staff to alternate/ backup site);
 - Dispatch telephone, GIS, Internet, and network technicians to EOC;
 - Relocate to ODC 2 and await further instruction from HSEMA EOC for location and deployment of resources;
 - Ensure relocation of critical staff;
 - Establish and validate telephone connections to EOC;
 - Gather initial data, voice, broadcast, data communications, and data processing damage information;
 - Ensure continuing operations of principal data processing and communications operations. If this is not possible, institute previously established gradual degradation processes and inform the EOC of the institution of these processes; and
 - Remain in continual contact with the EOC, advising of near-term actions being taken to restore priority data processing and communications capabilities.
- b. Communications personnel will begin an inventory of District communications assets available to support the recovery mission. District agencies with communications assets may be asked to contribute these assets to the response effort. CMT will be kept informed of these assets and their status. Potential ESF #2 actions include the following:
- Obtaining information from ESF #1—Transportation about road, rail, and all transportation conditions in the area, and whether ESF #1 can be used to get mobile telecommunications systems into the area;
 - Assessing the need for mobile and transportable communications equipment when notified; and

- Assessing the need for communications industry support in coordination with the HSEMA Director and ensuring that such support is available as needed.
- c. ESF #2 support agency representatives will be aware of their capabilities to provide mobile or transportable resources for communications activities.
- d. Support agencies with assets in the disaster area will have representation in ESF #2 and will coordinate required connections to commercial or government communications resources through OCTO.

2. Continuing Actions

- a. ESF #2 will provide information to ESF #5—Emergency Management for situation reports and action planning.
- b. The ESF #2 member organizations that have been tasked to provide assets will confirm with OUC that those assets have been prepared for movement to the emergency area. ESF #2 member organizations also will provide reports to ESF #2 when they have been deployed and have become operational.
- c. ESF #2 is responsible for:
 - Coordinating District communications support to responding agencies and quasi-governmental and voluntary relief organizations;
 - Recommending the release of District communications resources when they are no longer required;
 - Maintaining a record for audit of all communications support provided (ESF #2 member organizations' procedures will be used to accomplish this audit);
 - Providing damage information to the CMT Director and other ESFs regularly as well as to other District agencies upon request;
 - In coordination with ESF #5—Emergency Management, develop and promulgate information collection guidelines and procedures in order to enhance assessment, allocation, and coordination of government and industry telecommunications assets.

V. Responsibilities

A. Primary District Agency

Office of the Chief Technology Officer (OCTO)—OCTO will ensure the provision of adequate communications support to District response operations. OCTO is responsible for:

- Coordinating with ESF #12—Energy, for information regarding the communications industry, emergency fuel resupply, and safe access for telecommunications work crews into emergency areas;
- Monitoring the recovery efforts and, as required, coordinating the provision of telecommunications needed by the District government;
- Providing situation status to the HSEMA Director or the CMT Director, as required;
- Monitoring the status of critical situations that have the potential for developing into an emergency to determine that adequate communications services are being provided to support response operations;
- Assessing the impact on existing District government communications services;
- Coordinating the restoration and/or rerouting of existing District government communications services and the provisioning of new communications services;
- Coordinating with communications service providers and prioritizing requirements, as necessary, when providers are unable to satisfy all communications service requirements or when the allocation of available resources cannot be fully accomplished at the field level;
- Coordinating with ESF #2 member organizations to obtain additional communications specialists to augment ESF #2;
- Coordinating with District agencies those special telecommunications industry requests for assistance that support activities, and safe access for communications work crews into emergency areas;
- Coordinating with appropriate government and industry representatives to meet user requirements for cellular phone assets; and
- Continually evaluate and update communication technology.

B. Primary Support District Agency

Office of Unified Communications (OUC)—OUC, in coordination with OCTO, will facilitate communications and coordination among local, state, and federal authorities during regional and national emergencies. OUC is responsible for:

- Supporting EOC ESF #2 response activities;
- Ensuring that all information regarding potential and/or actual emergency situations with significant communications implications is brought to the attention of the CMT;

- Coordinating response activities with ESF #2 and supporting agencies;
- Monitoring the status of crucial situations that have the potential for developing into an emergency and that may require emergency communications support;
- Providing situation status to the CMT, as required;
- Assisting OCTO in the assessment of the impact on existing District government communications services; and
- Coordinating with ESF #2 member organizations to obtain additional communications specialists to augment ESF #2.

C. Support District Agencies

1. **DC Public Schools (DCPS)**—DCPS will utilize the 800-MHz radio system as its secondary communications system and will have a liaison in the EOC.
2. **Department of Corrections (DOC)**—DOC will utilize its own systems that have an interface with the EOC to conduct operations inside and outside of jail facilities.
3. **Department of Employment Services (DOES)**—DOES will follow OCTO communications procedures. In the event of a telephone system communication failure, DOES will utilize cellular phones, pagers, and computer modems. DOES will participate in the OCTO emergency communications plan, including switching to the 800-MHz radio system, and/or Citywide Channel 1, to ensure that critical information is communicated.
4. **Department of Health (DOH)**—DOH will utilize the 800-MHz radio system as the primary means of communication. DOH will employ communications work-around procedures such as local commercial telephone systems, including cellular telephones, pagers, and computer modems in the event of 800-MHz radio system failure.
5. **Department of Human Services (DHS)**—DHS will maintain emergency communication by telephone capabilities and will utilize the 800-MHz radio system as a means of communication. DHS will employ communications work-around procedures such as local commercial telephone systems, including cellular telephones, pagers, and computer modems in the event of 800-MHz radio system failure.
6. **Department of Parks and Recreation (DPR)**—DPR will utilize the 800-MHz radio system to coordinate response efforts during a telecommunications outage. Additionally, DPR, due to its proximity to the EOC, will be able to provide some communications backup equipment

using older, non-date-dependent radios during a telecommunications outage.

7. **Department of Public Works (DPW)**—DPW will respond and provide support via personnel, vehicles, and/or supplies.
8. **District Department of the Environment (DDOE)**—DDOE will coordinate with ESF #2 to help facilitate the restoration of energy systems and fuel supplies following an emergency.
9. **District Department of Transportation (DDOT)**—DDOT will utilize the communications systems as described in the policies section. In addition, DDOT will operate on Zone A, Group 1 DPW-BTS channel on the 800-MHz radio.
10. **Fire and Emergency Medical Services Department (FEMS)**—FEMS will utilize the current 800-MHz radio system as the primary communications link.
11. **Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will utilize its 800-MHz radio; coordinate the use of its communications assets with OCTO as well as its interfaces with MPD when required. Additionally, when the situation warrants, HSEMA will notify surrounding jurisdictions and give updates as required on the WAWAS. HSEMA will request additional communication assistance through FEMA upon a disaster declaration. HSEMA will activate local Radio Amateur Civil Emergency Services (RACES) and Radio Emergency Associated Citizens Teams (REACT) to compliment or augment emergency communications systems.
12. **Metropolitan Police Department (MPD)**—MPD will utilize the UHF radio system as the primary communications link. MPD Emergency 9-1-1 support is co-located with FEMS at the Unified Communications Center and is capable of receiving and dispatching incoming emergency phone calls.
13. **Office of Cable Television and Telecommunications (OCTT)**—OCTT will, in conjunction with District radio stations, broadcast the Emergency Alert System to inform District residents of pending or occurring emergencies and of what actions they should take to protect themselves.
14. **Office of Communications (OC), Executive Office of the Mayor**—As necessary, OC will keep the public advised of the status of voice and other communication mechanisms.

15. **Office of Property Management (OPM)**—The OPM Protective Services Police (PSP) is equipped with hand-held walkie-talkies and telephones as well as radios. During emergencies, the OPM liaison at the EOC will keep PSP aware of all situations within District facilities. OPM will utilize the 800-MHz radio system as the primary communications link.

D. Other Support Agencies and Organizations

1. **DC Water and Sewer Authority (DCWASA)**—DCWASA will be available in the EOC to coordinate information with the DCWASA Command Center to restore service. DCWASA will utilize the 800-MHz system and other alternative methods to communicate in the event of an outage to all of the alternative communications capabilities provided.
2. **Radio Emergency Associated Communication Teams (REACT)**—REACT will support and provide an auxiliary communications network in the event of a breakdown in the District's communication system, and it will provide a liaison to the EOC.
3. **Verizon**—Verizon will provide a liaison to the EOC to ensure continuity of services and integrity of its communications infrastructure and coordination efforts during emergencies. Verizon will review restoration processes priorities and provide technical explanations to EOC liaisons as well as provide status briefings to OCTO.
4. **Washington Metropolitan Area Transit Authority (WMATA)**—WMATA provides situational awareness information and communications assets that can be leveraged for response activities.

E. Primary Federal Agency

U.S. Department of Homeland Security(USDHS)/National Protection and Programs Directorate (NPPD)/Cyber Security and Communications Division (CSCD)/National Communications System (NCS)—The USDHS/ NPPD/CSCD/NCS is the coordinator for ESF #2 and will provide direct, technical and other support to the District through the District counterpart ESF #2.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the USDHS National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

F. Support Federal Agency

DC National Guard (DCNG)—DCNG will operate on its frequency, which has an interface with the EOC, and will provide a liaison to the EOC, at the request of HSEMA.

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Emergency Support Function #3 Public Works and Engineering

Primary District Agencies:	Department of Public Works
Support District Agencies:	DC Public Schools Department of Consumer and Regulatory Affairs Department of Parks and Recreation District Department of the Environment District Department of Transportation Homeland Security and Emergency Management Agency Metropolitan Police Department Office of Contracting and Procurement Office of Property Management Office of Unified Communications
Other Support Agencies and Organizations:	DC Water and Sewer Authority
Primary Federal Agency:	U.S. Department of Defense/U.S. Army Corps of Engineers
Support Federal Agency:	National Park Service

I. Introduction

A. Purpose

Emergency Support Function (ESF) #3—Public Works and Engineering provides technical advice and evaluation, and coordinates engineering services, structural inspection, emergency repair of water and wastewater treatment facilities, distribution of emergency potable water and ice, debris removal, and emergency power support to predetermined facilities.

B. Scope

The policies and responsibilities discussed in this annex are supported by a number of subordinate plans that detail response timing and procedures. These subordinate plans include:

- Reference A: Debris Management Plan—December 2005
- Reference B: Emergency Power Plan—December 2005

- Reference C: Ice Distribution Plan—December 2005
- Reference D: Potable Water Distribution Plan—December 2005
- Reference E: Structural Assessment Plan—December 2005
- Reference F: Snow Plan—December 2005

Throughout this annex, reference to these plans will be made by letter. When subordinate plans are updated, changes to the title or date will be made in this section.

ESF #3 activities include the following:

1. Participation in pre-emergency activities, such as pre-positioning of equipment assessment teams and contractors, and deployment of other advance elements.
2. Participation in needs/damage assessments immediately following an emergency.
3. If requested by ESF #1—Transportation and resources are available, ESF # 3 will support emergency clearance of debris to enable reconnaissance of damaged areas and passage of emergency personnel and equipment for lifesaving, property protection, and health and safety (see Reference A).
4. Management of debris removal and disposal from public property for lifesaving, property protection, and health and safety (see Reference A).
5. If requested by ESF #1—Transportation and resources are available, ESF # 3 will clear emergency access routes to damaged waterways for access to victims.
6. Provide emergency water supplies until public water utility operations can be restored.
7. Through the District Department of Consumer and Regulatory Affairs (DCRA), ESF # 3 will assist with contracting for emergency demolition or stabilization of damaged structures and facilities designated by state or local governments as immediate hazards to public health and safety or, as necessary, to facilitate lifesaving operations (e.g., temporary protective measures to abate immediate hazards to the public for health and safety reasons until demolition is accomplished).
8. Assist with emergency contracting to support public health and safety, such as providing for debris removal, potable water, ice, and power (see References A, B, C, and D).

9. In conjunction with DCRA, the District Office of Property Management (OPM) and the DC Public Schools (DCPS), ESF #3 will coordinate technical assistance, including inspection of private residential structures and commercial structures, District-owned and operated buildings, and public school facilities (see Reference E).
10. Provide basic sanitation support to include street cleaning, litter can removal, fleet services, parking enforcement, and towing of illegally parked or abandoned vehicles (excluding portable sanitation facilities which are supported by ESF #7—Resource Support).

II. Policies

- A. The roles and responsibilities of the Department of Public Works (DPW), District Department of Transportation (DDOT), DC Water and Sewer Authority (DCWASA), OPM, DCRA, Department of Parks and Recreation (DPR), DCPS, and District Department of the Environment (DDOE) must be closely coordinated to execute ESF #3. Detailed plans for ESF #3 operations for emergency power, debris operations, potable water distribution, ice distribution, and structural assessments can be found at DPW, Office of Safety and Emergency Preparation.
- B. Homeland Security and Emergency Management Agency (HSEMA) Standard Operating Procedures for Debris and Wreckage Removal (January 2006) provides guidance for planning, coordinating, and implementing the debris wreckage removal process following an emergency.
- C. If incident response surpasses ESF #1—Transportation capabilities, requests for additional resources from the private sector and/or other regional government agencies will occur via request by HSEMA and/or through the Emergency Management Assistance Compact (EMAC) process.

III. Situation

A. Disaster Condition

In an emergency, damage to public works and engineering systems may be significant. Structures may be destroyed or severely weakened. Homes, public buildings, and other facilities may have to be reinforced or demolished to ensure safety. Public utilities may be damaged and may be partially or fully inoperable. Debris may make streets and highways impassable. An emergency may affect the lives of many local response personnel and their facilities and prevent them from performing their prescribed emergency duties. Similarly, equipment in the immediate emergency area may be damaged or inaccessible. Sufficient resources may not be available to local agencies to meet emergency requirements. Federal and/or private assistance may be required to identify and deploy resources from outside the affected area to ensure a timely, coordinated effective response.

B. Planning Assumptions

1. Access to emergency areas will be dependent upon the reestablishment of ground and water routes. In many locations, debris clearance (DDOT and DPW) for access and emergency road repairs will be given top priority to support immediate lifesaving emergency response activities.
2. Early damage assessments will be general and incomplete and may be inaccurate. Rapid assessment of the emergency area is required to determine critical needs and to estimate potential workload or requirements for federal assistance.
3. To minimize threats to public health, emergency environmental waivers and legal clearances will be needed to dispose of emergency debris and materials from demolition activities. Under federal regulations, local authorities are responsible for obtaining required waivers and clearances. Federal agencies are responsible for complying with appropriate federal environmental and historic preservation statutes.
4. Construction equipment and materials and significant numbers of personnel having engineering and construction skills might be required from outside the disaster area.
5. Primary agencies and support agencies will perform tasks under their own authorities, as applicable, in addition to missions received under the authority of the DRP.
6. With the loss of essential public services, basic needs such as refrigeration, electrical power, and water may be lost. Expedient temporary means to provide power to predetermined facilities, water, and ice supplies must be coordinated by ESF #3 (see References B, C and D).
7. In terrorist incidents, including the use of Weapons of Mass Destruction (WMD), response leadership functions will be taken on by the Federal Bureau of Investigation (FBI), specifically those related to assuming control during debris removal operations. *Additional detail regarding WMD can be found in the National Response Framework, ESF #3, March 2008.*

IV. Concept of Operations

A. General

The agencies that comprise ESF #3 will execute their respective authorities and program responsibilities during and immediately following an emergency. ESF #3 will be represented by an Emergency Liaison Officer (ELO) in the HSEMA Emergency Operations Center (EOC) and activities will be tracked and monitored. The ESF #3 team will provide damage information to ESF #5—Emergency Management for overall damage assessment, the damage situation, and ESF activities. Support agency representatives will collaborate with District field personnel to coordinate support with their agencies through agency operations centers and ESF #3 ELO, as necessary.

B. Organization

- 1. DPW EOC**—As the primary agency, DPW will operate from its EOC in the Director’s Conference Room on the 6th Floor of the Reeves Center and from its Debris Operations Center at 2750 South Capitol Street, S.E. DPW may request support agency liaison representatives to report to its EOC if the emergency situation warrants. ESF #3 support agencies will work with DPW in the 6th Floor Director’s Conference Room.
- 2. HSEMA EOC**—DPW, OPM, DCPS, and DCWASA will provide the necessary representation at the EOC and the Consequence Management Team (CMT) ELO will remain at the EOC until deactivated or released by the CMT Director.
- 3. Interagency Liaisons**—DPW will coordinate with HSEMA to ensure that necessary representatives are immediately provided for the formation of any interagency coordination groups that are established based on the magnitude and scope of the emergency. The damage assessment representative will be an infrastructure specialist.

C. Preparedness Actions and Storm Damage Mitigation

1. Citywide Disaster Preparedness

In a significant rain event where flooding is anticipated, HSEMA, in coordination with DPW, will decide if the District’s sandbag operation should activate. Once the decision has been made to activate, DPW will contact Serve DC, who will provide volunteers to assist in the distribution of the sandbags. DPW will contact ESF #1—Transportation to provide Traffic Control Officers and the Roadway Operations Patrol (ROPE) unit will be asked to provide traffic cones, traffic setup, signs, and automated message boards to assist in traffic-flow management in the distribution area(s). Metropolitan Police Department (MPD) will be notified and asked to

provide officers to assist in traffic control and security. HSEMA, in coordination with DPW, will decide on the number of locations that will be made available for residents to pick up sandbags. Normally, the main location is in the cul de sac at 1240 W. Street, N.E., off of Brentwood Road, N.E.

DPW, through its public information officer (PIO), will distribute a press release informing residents where they may go to get sandbags. Residents with proper identification can come to the location(s) and pick up five sandbags per household. The bags will only be distributed to residents and not to businesses within the District.

2. Individual Home and Property Preparedness

In addition to sandbags, DPW's PIO also may release the following information for residents who live in flood prone areas. There are several steps they should take to safeguard property and valuables, including:

- Elevate the furnace, water heater, and electric panel if susceptible to flooding;
- Seal walls in basements with waterproofing compounds to avoid seepage;
- Have gloves, boots or waders and shovels on hand;
- Clean debris from all outside drains, gutters, and downspouts;
- Contact DCWASA if there are catch basins in the neighborhood that have debris;
- Ensure that sump pumps are working;
- Ensure that any photos or videos of all important possessions are stored in a safe place;
- Plan and practice a flood evacuation route with the family; and
- Remember to include pets in the family emergency plans.

D. Notification

1. Primary Agency

The HSEMA EOC will notify DPW, the lead agency of ESF #3, of an emergency situation. DPW will then immediately notify the appropriate emergency response team members within the ESF #3 support function. Upon activation of the HSEMA EOC, the ESF #3 ELO will be dispatched to and stay in contact with HSEMA's EOC.

2. Support Agencies

Upon receiving notification of EOC activation, DPW, the primary agency for ESF #3, will determine support agency requirements based on the magnitude and scope of the emergency and coordinate with HSEMA.

E. Response Actions

1. Initial Actions

The member agencies of ESF #3 will execute their programs in accordance with their operations plans and concurrently prepare to send representatives to the HSEMA EOC and the DPW EOC to coordinate ESF #3 functions as designated in the ESF Liaison Officer, Standard Operating Guide, December 2005. If there is a presidential declaration of emergency or major disaster, a liaison may be provided to the Joint Field Office (JFO) upon request, and the U.S. Army Corps of Engineers (USACE) may send a liaison to the EOC and DPW to coordinate public works activities.

2. Waivers and Clearances

ESF #3 agencies will obtain the necessary environmental waivers and legal clearances required for removal and disposal of emergency debris and materials from demolition (see Reference A). This will be accomplished in coordination with DDOE and the Department of Health (DOH).

3. Continuing Actions

ESF #3 will continue to staff the EOC as long as there is a requirement to coordinate among ESF #3 support agencies and HSEMA.

V. Responsibilities

A. Primary District Agency

Department of Public Works (DPW)—DPW will provide solid waste and debris removal and, in coordination with the DDOT's Infrastructure Project Management Administration and OPM, will assist with the inspection of facilities, as required. DPW, in concert with DCWASA, as necessary, and DOH, will ensure that the water and sewer sanitation within the emergency area are safe.

B. Support District Agencies

1. DC Public Schools (DCPS)—DCPS, jointly with OPM and DCRA, is responsible for the emergency inspection and demolition or stabilization of damaged public school structures and facilities designated by the District government as immediate hazards to public health and safety. This responsibility extends, as necessary, to facilitate lifesaving operations such as temporary protective measures to abate immediate hazards to the public for health and safety reasons until demolition can be accomplished (see Reference E). DCPS personnel also will support the ESF #3 Emergency

Power mission by providing immediate access to affected public school facilities (see Reference B).

2. **Department of Consumer and Regulatory Affairs (DCRA)**—DCRA will cooperate in the coordination effort of HSEMA for District-wide emergencies where DCRA is deemed an appropriate agency to assist in emergency response operations. DCRA will participate with other agencies in the preparation of damage survey reports and damage assessments. DCRA will support the ESF #3 structural assessment process by providing leadership and inspection staff to perform structural assessments throughout the city (see Reference E).
3. **Department of Parks and Recreation (DPR)**—DPR is responsible for clearing, removing, and disposing of debris on DPR property. DPR also supports ESF #3 as needed in its efforts to remove and dispose of vegetative debris during the response and recovery phases of an emergency event by providing temporary debris management sites, personnel, equipment, and vehicles. Through ESF #16—Volunteer and Donations Management, DPR provides volunteers to ESF #3 for water and ice distribution (see References A, C, and D).
4. **District Department of the Environment (DDOE)**—DDOE will coordinate with ESF #3 to help facilitate the restoration of energy systems and fuel supplies following an emergency.
5. **District Department of Transportation (DDOT)**—DDOT will dispatch emergency teams to inspect and report on the stability and availability of emergency routes, streets, bridges, and ports. DDOT will assist with procurement and execution of contracting for construction management and inspection services. DDOT will coordinate and offer, when available, commercial driver licensed (CDL) drivers and commercial vehicles to support debris removal, the clearing of roadways, and the reestablishment of the District's infrastructure. DDOT will need to coordinate with PEPCO regarding down power lines, when supporting debris removal activities that include trees.
6. **Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will receive and assemble damage reports from all sources and prepare an incident report for the CMT. The CMT will assess the emergency and provide a copy of their assessment to the primary ESF agencies. The ESF primary agencies will notify their support agencies and implement their Continuity of Operations Plans (COOPs) and follow their Standard Operations Guides (SOGs). The ESF primary agencies will communicate response actions and any changes in operating status to the EOC through their ELOs.

7. **Metropolitan Police Department (MPD)**—MPD will provide police escorts for mobile fueling units. MPD also will clear traffic lanes to enable debris removal operations to proceed along access ways (see Reference A).
8. **Office of Contracting and Procurement (OCP)**—OCP provides ESF #3 with pre-positioned and emergency contracts for required equipment and services (as detailed in all references).
9. **Office of Property Management (OPM)**—OPM will be the lead agency in implementing facilities management for District-owned and operated facilities. This includes emergency restoration of critical District-owned and operated facilities, building security, maintenance and repairs, custodial services, and snow removal (from sidewalks, driveways, etc.) of District-owned and operated facilities. This also includes energy management, which is the purchasing and distribution of fuel oil to supplement DPW Fleet Management Administration's fuel supply. Energy services also will track utility services within the District government. OPM's Facilities Operations Maintenance Administration (FOMA) can assist in restoring facilities.

OPM, DCPS, and DCRA are jointly responsible for the emergency inspection, contracting, and managing of the demolition or stabilization of damaged structures and facilities designated by the District governments as immediate hazards to public health and safety or, as necessary, to facilitate lifesaving operations such as temporary protective measures to abate immediate hazards to the public for health and safety reasons until demolition is accomplished. OPM will support the ESF #3 Emergency Power mission by providing leadership to oversee the process and personnel to provide access to facilities and to install standby generators (see Reference E).

10. **Office of Unified Communications (OUC)**—OUC will facilitate communications and coordination among local, state, and federal authorities during regional and national emergencies.

C. Other Support Agencies and Organizations

DC Water and Sewer Authority (DCWASA)—DCWASA will provide maintenance of the public water distribution system, will aide in the collection of wastewater and storm water, will help with the delivery of wastewater to the wastewater treatment facility, and will treat the wastewater. DCWASA will provide overall information to the ESF #3 ELO on supply of adequate amounts of water, temporary restoration of water supply systems, wastewater, and the provision of water for fire fighting. DCWASA will provide emergency access routes to waterways. DCWASA will provide emergency restoration of critical water and sewer facilities, including the temporary restoration of water supplies and wastewater treatment systems.

D. Primary Federal Agency

U.S. Department of Defense/U.S. Army Corps of Engineers (DOD/USACE)—DOD/USACE is the coordinator for ESF #3 under the National Response Framework (NRF) and will provide direct, technical, and other support to the District through the District lead agency for ESF #3, DPW. Coordination with all federal agencies that have a support role to ESF #3 will be accomplished by DOD/USACE in accordance with the NRF.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the U.S. Department of Homeland Security (USDHS) National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

E. Support Federal Agency

National Park Service (NPS)—NPS is the primary Federal ESF #3 agency for clearing, removing, and disposing of debris from federal park properties and monuments.

Emergency Support Function #4 Firefighting

Primary District Agency: Fire and Emergency Medical Services Department

Support District Agencies: Department of Consumer and Regulatory Affairs
Department of Health
Department of Human Services
Department of Mental Health
Department of Public Works
District Department of the Environment
District Department of Transportation
Homeland Security and Emergency Management Agency
Metropolitan Police Department
Office of the Chief Medical Examiner

Other Support Agencies and Organizations: DC Water and Sewer Authority
Potomac Electric Power Company
Washington Gas Company
Washington Metropolitan Area Transit Authority
Washington Suburban Sanitary Commission

NCR Fire Departments: Signatories on the Metropolitan Washington Council of Governments Fire and Rescue Mutual Aid Operations Plan

Primary Federal Agency: U.S. Department of Agriculture/Forest Service

Support Federal Agencies: U.S. Army Golden Eagles - Engineering Battalion
U.S. Environmental Protection Agency

I. Introduction

A. Purpose

Emergency Support Function (ESF) #4—Firefighting, through the Fire and Emergency Medical Services Department (FEMS), supports the District of Columbia (District) with the prevention, response, and suppression of urban and brush fires resulting from, or occurring coincidentally with, an emergency in an extraordinary situation.

B. Scope

ESF #4 manages and coordinates firefighting activities including search, rescue, containment, suppression, coordination of evacuation in hazard areas, and delivery of emergency medical services.

The policies and responsibilities detailed in this annex are supported by a number of subordinate plans that detail response timing and procedures. These subordinate plans include:

- Metropolitan Washington Council of Governments Fire and Rescue Mutual Aid Operations Plan; and
- Standard Operating Guidelines of FEMS.

II. Policies

- A. Priority will be given to saving lives and protecting property, in that order.
- B. The Incident Command System (ICS) will be implemented to manage and control resources at the scene of emergencies.
- C. The FEMS Personnel Accountability System will be used to track and control the movement of FEMS personnel.
- D. FEMS will operate at incidents using standard operating guidelines (SOGs), which are predetermined, standardized practices that enable the firefighting units to operate in a coordinated and safe manner.
- E. FEMS utilizes the National Capital Region Mutual Aid Agreement (NCR-MAA) and the Metropolitan Washington Council of Governments (COG) Fire and Rescue Mutual Aid Operations Plan (MAOP) to support expanding incidents, to coordinate response throughout the region, and to share unique resources.

III. Situation

A. Disaster Condition

1. The management of a large firefighting operation is complex, often involving dozens of firefighting resources. Fire resulting from, or independent of, but occurring coincidentally with, an emergency may place extraordinary demands on available resources and logistics support systems.
2. An emergency may result in numerous urban fires. The damage potential from fires in urban areas during and after an emergency exceeds that of all other causes. Fires may have the potential to spread rapidly, cause extensive damage, and pose a serious threat to life and property. Available

firefighting resources may be difficult to obtain and utilize because of massive disruption of communication, transportation, utility, and water systems.

3. Fires in the District may go beyond urban fires to include brush fires. These have the potential to occur in locations like Rock Creek Park, and at other parks and recreational facilities in the District. Brush fires also may spread to residential areas posing a threat to both life and property.

B. Planning Assumptions

1. Urban fires may result from a natural disaster. They also may occur as the result of another significant event. Large, damaging fires may be common.
2. At the time of an emergency, there may be fires burning in multiple locations in the District. These fires will draw upon the same resources (engines or other tactical and support resources) that would be needed to support firefighting and other emergency operations. It must be assumed that some firefighting resources will become scarce, resulting in the emergency and firefighting operations competing for resources.
3. Telephone communications may be interrupted.
4. FEMS 800 MHz radio communication may be interrupted in certain situations.
5. Bridge failures, traffic, landslides, damaged road systems, air traffic restrictions, and so forth, may hamper access, making conventional travel to the fire location extremely difficult or impossible.
6. The NCR-MAA defines efficient and effective mutual aid among the various local, state, and federal fire-suppression agencies. The MAOP requires the use of ICS in accordance with the National Incident Management System (NIMS), together with compatible firefighting equipment and communications.

IV. Concept of Operations

A. General

1. ESF #4 will manage and coordinate firefighting and fire suppression activities, by mobilizing fire and rescue resources in support of urban firefighting operations. ESF #4 will use established firefighting and support organizations, processes, and procedures. Responsibility for situation assessment and determination of resource needs lies primarily with incident commanders.

2. During activation of fire-related emergency notification protocols, the fire chief or designee will notify all senior command staff officials via established systems.

B. Organization

FEMS is an integrated system of firefighting, rescue, and emergency medical units strategically located throughout the city. These units are continually staffed with highly-trained firefighters, emergency medical technicians, and paramedics. FEMS uses ICS to effectively manage and control resources at the scene of emergencies.

C. Notification

1. The fire chief or designee will request support locally through the NCR-MAA through the Office of Unified Communications (OUC) and coordinated through the Homeland Security and Emergency Management Agency (HSEMA) when necessary.
2. Resources requested from outside the NCR will go through HSEMA according to the Emergency Management Assistance Compact (EMAC).

D. Response Actions

1. Initial Actions

- a. The ESF #4 Coordinator—a FEMS Emergency Liaison Officer (ELO) with the rank of fire captain or higher who has a working knowledge of SOGs, resources, and capabilities of FEMS—will do the following:
 1. Locate at the HSEMA EOC within two hours of notification;
 2. Establish communication links with primary and/or support agencies;
 3. Establish communication links with the incident commanders;
 4. Establish communications links with the FEMS senior command staff;
 5. Obtain an initial fire situation and damage assessment through established intelligence procedures; and
 6. Contribute to situation reports.

- b. FEMS operations will do the following:
 1. Provide command and control of incidents.
 - Institute an incident management system, including unified command as necessary.
 2. Provide trained firefighters to the scene.
 - Maintain an adequate on-duty force as first responders.
 - Activate the FEMS' Mobilization Plan as necessary to call in off-duty personnel.
 3. Provide sufficient firefighting apparatus to the scene, as required by immediate firefighting needs.
 - Maintain sufficient front-line fire apparatus for immediate response.
 4. Perform search and rescue as necessary.
 - Provide trained search and rescue personnel to the scene.
 5. Perform technical rescue as necessary.
 - Provide trained technical rescue personnel with appropriate equipment to the scene.
 6. Provide emergency medical technicians and paramedics to the scene with appropriate equipment.
 - Perform triage and emergency medical treatment as necessary.
 7. Provide EMS transport units to the scene, as required.
 - Perform emergency medical transportation as necessary.
 - Maintain sufficient in-service ambulances.
 8. Determine if evacuations are needed.
 - Direct and coordinate as needed.

2. Continuing Actions

- a. Obtain, maintain, and provide fire situation and damage assessment information through established intelligence procedures.
- b. Determine and resolve, as necessary, issues regarding resource shortages, slow processing, and interagency conflicts.
- c. Maintain close coordination with the support agencies.

- d. Maintain a complete log of actions taken, resource orders, records, and reports.
- e. Document resource expenditures.
- f. Request additional resources as necessary from support agencies, mutual aid providers, EMAC, and federal agencies.
- g. Procure and maintain sufficient reserve fire apparatus to enable additional units to be placed in service as required.
- h. Activate mutual aid agreements to ensure additional immediate response if necessary from surrounding jurisdictions.
- i. Procure and maintain an adequate stock of medical supplies.
- j. Activate agreements for emergency resupply as needed.
- k. Procure and maintain sufficient reserve ambulances to enable additional units to be placed in service as required.
- l. Activate mutual aid agreements to enable requests for immediate mutual aid ambulance units.
- m. Perform fire/arson investigation.
- n. Maintain an on-duty investigation team for the duration of the investigation.

V. Responsibilities

A. Primary District Agency

Fire and Emergency Medical Services Department (FEMS)—FEMS responds to calls from residents, visitors, and organizations in the District. FEMS will provide an ELO to the HSEMA EOC to provide FEMS's operations status. The department accomplishes this responsibility through five areas of operations:

1. Fire Prevention—preventing fires before they occur;
2. Fire Suppression—extinguishing fires that do occur;
3. Special Operations—technical rescue;
4. Emergency Medical Services—providing state-of-the-art pre-hospital emergency medical treatment and transport services; and

5. Support Services—including administration, finance, communication, fleet maintenance, research and development, risk management, professional standards, management information and technology services, and departmental training.

B. Support District Agencies

Support agencies will assist at the scene of a fire in accordance with their mission and responsibilities assigned under the DRP.

1. **Department of Consumer and Regulatory Affairs (DCRA)**—DCRA will provide engineers to assess structural damage and provide building plans as available for affected structures.
2. **Department of Health (DOH)**—DOH will coordinate health and medical assistance in the District as needed in firefighting efforts. This will be done through clinical assessment and management of health care facilities, mental health assistance for those affected, assessment of health and medical needs, and notification to local hospitals for mass medical care activities. DOH will establish Casualty Collection Points (CCP) in coordination with FEMS.
3. **Department of Human Services (DHS)**—DHS will assist in providing for evacuees including food, bedding, supplies, and transportation using contractual services of the American Red Cross of the National Capital Area.
4. **Department of Mental Health (DMH)**—DMH will coordinate mental health activities within the District through needs assessment and provision of critical incident stress management (CISM) for first responders and crisis counseling for victims/families and special vulnerable populations.
5. **Department of Public Works (DPW)**—DPW will provide on-site sand and salt for slippery conditions, and refueling as necessary. DPW will coordinate with DCWASA to ensure an adequate water supply is maintained to support firefighting efforts.
6. **District Department of the Environment (DDOE)**—DDOE will work to find air quality monitoring support among local and federal agencies, collect surface water runoff samples for analysis at a District contracted laboratory, and other support to monitor the affected area of contaminants. DDOE also will contact the National Response Center (NRC) to report the declared incident; and, if the On Scene Coordinator (OSC) is deployed, DDOE will coordinate with the OSC in the monitoring and analysis of data.

7. **District Department of Transportation (DDOT)**—DDOT will assist with traffic control and provide traffic operations support to the emergency location.
8. **Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will activate the EOC and require ESFs to staff the Consequence Management Team (CMT) and perform an assessment of the situation through Situation Reports (SITREPS), determining the immediate critical needs and the need for federal assistance. The Mobile Command Center may be dispatched to the scene to gather information on the type of hazardous material involved as well as other data.
9. **Metropolitan Police Department (MPD)**—MPD will provide site perimeter security, traffic control, staging area security, and assistance with emergency evacuations during and after a fire to protect the health and safety of persons and the integrity of the fire scene. MPD also will perform criminal investigations as necessary.
10. **Office of the Chief Medical Examiner (OCME)**—After the incident scene is secured and notification to OCME by MPD, OCME will respond to the scene and take charge of fatality management. OCME will coordinate all mass fatality efforts, including: investigating; establishing a temporary morgue(s); coordinating transportation of remains; performing postmortem examinations and identifications; securing evidence; certifying cause and manner of death; and releasing remains.

C. Other Support Agencies and Organizations

1. **DC Water and Sewer Authority (DCWASA)**—DCWASA will ensure that adequate water supply is maintained to support firefighting efforts and will increase area pressure if required.
2. **Potomac Electric Power Company (PEPCO)**—PEPCO will provide an Emergency Response Team (ERT) to address electric power utility disconnects as necessary.
3. **Washington Gas Company (WGC)**—WGC will provide an ERT to address natural gas utility disconnects as necessary.
4. **Washington Metropolitan Area Transit Authority (WMATA)**—WMATA will respond with FEMS to any incident involving Metro property; provide backup resources when District agency resources, personnel, and equipment must be supplemented in response to an incident that impacts Metro property; and provide Metro buses, as needed, for evacuating the population.

5. **Washington Suburban Sanitary Commission (WSSC)**—WSSC supplies water for firefighting operations through a gridded system of hydrants. WSSC officials work with the incident commander to assure a sufficient supply of water for fire suppression operations.

D. NCR Fire Departments

The following fire departments are signatories on the Metropolitan Washington Council of Governments Fire and Rescue MAOP. The intent of the Fire and Rescue MAOP is to ensure the fullest cooperation among fire prevention and suppression and emergency medical services agencies in the NCR. In the event of a major disaster, all departments in this MAOP will call upon each other for response and recovery support. The NCR fire departments included in this are:

1. City of Alexandria Fire Department;
2. Arlington County Fire Department;
3. The District of Columbia Fire and Emergency Medical Services Department;
4. City of Fairfax Fire Department;
5. Fairfax County Fire Department;
6. Frederick County Fire Department;
7. Loudoun County Fire Department;
8. City of Manassas Fire Department;
9. City of Manassas Park Fire Department;
10. Montgomery County Fire Department;
11. Prince George's County Fire Department;
12. Prince William County Fire Department;
13. Metropolitan Washington Airports Authority Fire Department; and
14. Naval District of Washington Fire Department.

E. Primary Federal Agency

U.S. Department of Agriculture/Forest Service (USDA)—USDA is the coordinating federal agency for ESF #4 and will provide direct, technical, and other support to the District through ESF #4.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the U.S. Department of Homeland Security (USDHS) National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

F. Support Federal Agencies

- 1. U.S. Army Golden Eagles – Engineering Battalion**—This resource can be accessed through HSEMA. They provide heavy equipment that can be used to assist FEMS operations.
- 2. U.S. Environmental Protection Agency (USEPA)**—USEPA will provide direct, technical, and other support to the District through FEMS.

Emergency Support Function #5 Emergency Management

Primary District Agency:	Homeland Security and Emergency Management Agency
Support District Agencies:	DC Public Schools Department of Health Department of Human Resources Department of Human Services Department of Mental Health Department of Parks and Recreation Department of Public Works District Department of Transportation Executive Office of the Mayor Fire and Emergency Medical Services Department Metropolitan Police Department Office of the Attorney General Office of Cable Television and Telecommunications Office of the Chief Financial Officer Office of the Chief Technology Officer Office of the City Administrator Office of Communications, Executive Office of the Mayor Office of Unified Communications Serve DC
Other Support Agencies and Organizations:	American Red Cross of the National Capital Area DC Housing Authority DC Water and Sewer Authority Potomac Electric Power Company Washington Gas Company
Primary Federal Agency:	U.S. Department of Homeland Security/Federal Emergency Management Agency
Support Federal Agency:	District of Columbia National Guard

I. Introduction

A. Purpose

The District of Columbia Homeland Security and Emergency Management Agency (HSEMA) is the primary agency for Emergency Support Function (ESF) #5—Emergency Management. ESF #5 provides information on how the District will collect, analyze, process, and disseminate information about a potential or actual emergency to facilitate the overall activities of the District government in providing

assistance. ESF #5 also coordinates all planning and preparedness efforts and facilitates a common operating picture. This common operating picture will achieve situational awareness and, where possible, eliminate or minimize conflicting information received from numerous sources. Fulfilling this mission supports planning and decision making in the field, at operations centers, and by the Consequence Management Team (CMT).

B. Scope

During emergency operations, ESF #5 becomes the Information and Planning Section of the CMT located at the Emergency Operations Center (EOC).

II. Policies

For events occurring in or around the District of Columbia, ESF #5:

- A. Activates the EOC as needed in anticipation of, or immediately following, an emergency.
- B. Performs a lead coordination and facilitation function in support of District leadership.
- C. Processes information that is common to one or more operational elements and that contributes to overall emergency situational awareness.
- D. Collects, evaluates, and disseminates incident situation information and intelligence to the Command Staff and Mayor; prepares status reports; displays situation information; maintains status of resources; and prepares and implements the Incident Action Plan.
- E. Provides technical expertise and information necessary to develop accurate assessment and analysis of a developing or ongoing situation.
- F. Contacts other organizational elements to provide daily information updates for reporting and analysis requirements of ESF #5.
- G. Determines the status of critical operating facilities.
- H. Notifies the District community through the Emergency Text Alert, Voice Alert Systems and other means of communication that are available, as appropriate.
- I. Manages the EOC, where the CMT and Agency Emergency Liaison Officers (ELOs) deploy.

III. Situation

A. Disaster Condition

An emergency or other significant event may be of such severity and magnitude as to require District response and recovery assistance to save lives and protect property. ESF #5 will support initial assessment of developing situations and will provide timely and appropriate information to support District agencies in determining whether regional or federal assistance will be required.

B. Planning Assumptions

1. In an emergency situation, there is a need for a central-collection point in the EOC, where situation information can be compiled, analyzed, prioritized, and prepared for use by decision makers.
2. The field units are the most immediate source of vital information for the EOC staff regarding damage and initial response needs.
3. There will be an immediate and continuous demand by officials involved in response and recovery efforts for information about the developing or ongoing emergency situation.
4. There may be a need to rapidly deploy field observers or assessment personnel to the emergency area to collect additional critical information about resource requirements for victims or to conduct an immediate situation assessment to determine initial District response requirements.
5. Initial Information and Planning Section activities at the EOC may require 24-hour operations.

IV. Concept of Operations

A. General

1. HSEMA will collect, analyze, process, and disseminate information regarding hazard threats, emergencies, and disasters. Under the oversight of the Mayor, HSEMA will coordinate District assets to provide the necessary emergency assistance before, during, and after an emergency. HSEMA will lead development of the application for federal disaster assistance, if necessary.

2. Immediately upon arrival, emergency responders assess the situation to identify needs. Responders report to the incident commander, who informs HSEMA of the event's status. HSEMA will develop a situation assessment in order to:
 - Evaluate emergency impacts including the identification of injuries and boundaries of the damage area, type, and severity of damages, including the status of critical facilities;
 - Assess the status of government operations; and
 - Validate the status of operating facilities.
3. In the EOC, HSEMA gathers and displays critical information to facilitate response and recovery activities. If the decision is made to activate the CMT, information required by ESF #5 will be provided by other ESFs. HSEMA will report critical information as it develops, and develop situation reports that include, but not be limited to, the information charted below.
4. Each ESF will provide situational awareness reports to ESF #5.
5. The CMT will supply information to the Mayor's Office of Communications for dissemination. ESF #5 will prepare situation reports for the Mayor, City Administrator, and other key District officials. HSEMA and the public information officers (PIOs) will coordinate the input required for official statements for the District to ensure that information is clear and consistent. HSEMA will use all available modes of communication to disseminate the required information in a timely manner.

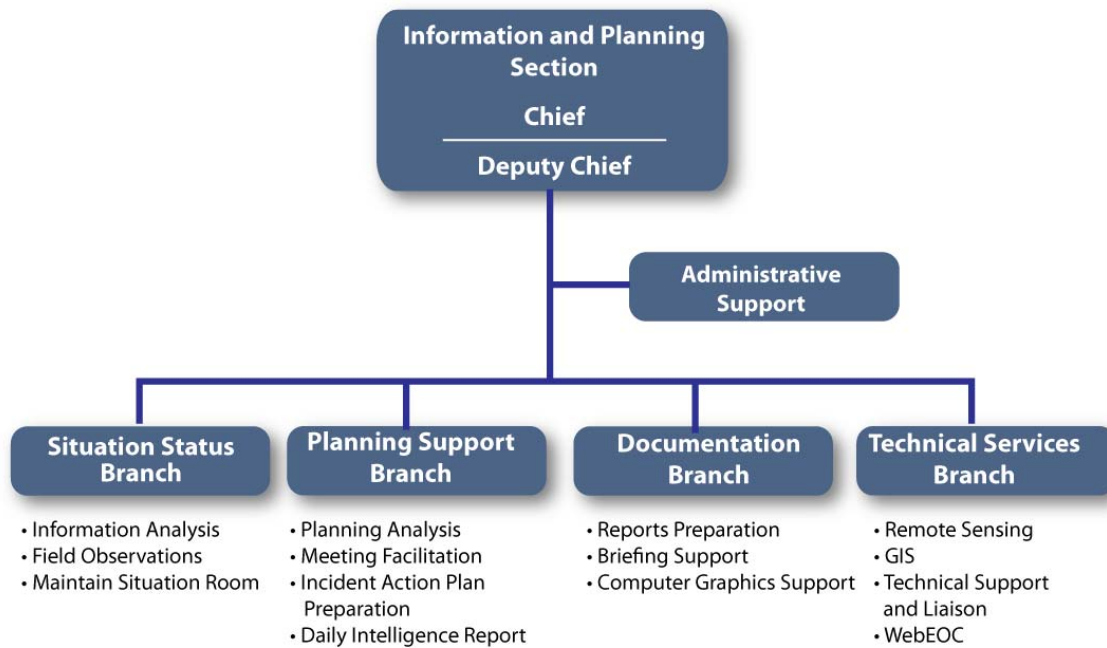
B. Organization

Leadership for the Information and Planning Section rests with the Information and Planning Section Chief who reports directly to the Director of the CMT. A Deputy Information and Planning Section Chief shall support the Section Chief. A second deputy may be necessary in a situation where a night shift would be operating. Each branch should have a minimum of staff as the event requires.

1. Basic Organizational Structure for ESF #5

The organization chart in *Figure 5-1: ESF #5 Section Organization* shows a full Information and Planning Section that would operate at the EOC or alternate EOC location. The ESF #5 Section Chief may adjust the size and structure of the section to fit the needs of the specific situation. The Section Chief consults with the CMT Director to determine the timetable for situation report (SITREP) inputs, SITREP publishing times, and times for daily status briefings. These consultations may include discussions with the Office of the Mayor.

Figure 5-1: ESF #5 Section Organization



2. Situation Status Branch

- Collects, analyzes, and displays information regarding the public emergency and the location of critical resources. Critical resources include special teams, task forces, deployed personnel, and data from resource tracking information maintained by the Logistics Section.
- Maintains the Situation Room for information displays and collects and analyzes information to be used in the SITREPs, the status briefings, and by other responders.
- Develops appropriate media for displaying information, including the overall CMT organizational chart and daily meeting information.

3. Planning Support Branch

- Receives information from the Situation Status Branch and uses it to support the Mayor's and HSEMA's planning needs.
- Analyzes mid- and long-term trends and assists team leadership in developing strategic plans.
- Identifies critical planning issues and provides general planning for response and recovery operations support to the CMT.
- Facilitates daily or special planning meetings.

- e. Produces and disseminates daily incident action plans based on: other branches' functional plans; issue-based contingency plans; and long-range management plans for personnel or operational priorities.
- f. Produces and disseminates a Daily Intelligence Summary or other reports as requested by the CMT Director and other disaster managers for distribution.

4. Documentation Branch

- a. Receives information from the Situation Status Branch, as well as from other ESFs and other sources, to prepare its products, which include SITREPs, status and informal briefings, and special reports.
- b. Uses agency and ESF status reports to describe response efforts in the SITREPs.
- c. Solicits input and prepares the after-action report, which the CMT Director signs.
- d. Maintains the information entered into WebEOC and monitors significant events and position logs.

5. Technical Services Branch

- a. Maintains WebEOC, the Crisis Information Management System (CIMS) used during an emergency event.
 - WebEOC will be the tool used to collaborate, coordinate, and communicate during an emergency event.
 - WebEOC will be the primary system to enter and retrieve information related to an emergency event.
- b. Establishes and maintains a Geographical Information Systems (GIS) capability within the Information and Planning Section, including:
 - Providing GIS capability with critical infrastructure mapping integrated into WebEOC.
 - Making copies of the maps, and maintaining all GIS programs in the EOC.
 - Generating GIS products and analyses, including maps and tables, and/or coordinating with Federal Emergency Management Agency (FEMA) Headquarters Information Technology Services Directorate Mapping and Analysis Center to obtain these products.
 - Providing hazard-specific technical advice to support operational planning.
 - Using additional subject-matter experts or technical specialists such as a meteorologist or seismologist, as needed.

- c. Facilitates plume modeling through the following sources:
 - National Atmospheric Release Advisory Center's (NARAC) hosted system accessed via the Internet.
 - Computer-Aided Management of Emergency Operations (CAMEO) system developed and distributed by the National Oceanic and Atmospheric Administration's (NOAA).

6. District ESF #5 Interface with Federal ESF #5

- a. In circumstances where federal support to the District is necessary under the National Response Framework (NRF), the Information and Planning Section will contact the FEMA Region III Regional Response Coordination Center (RRCC) in Philadelphia and establish information sharing relationships with them. In events where coordination of immediate federal response is necessary, the Information and Planning Section will coordinate with the U.S. Department of Homeland Security (USDHS) National Response Coordination Center (NRCC) through the NCR Watch Desk via established protocols.
- b. In certain circumstances, such as a terrorist event, the CMT shall work in close coordination with the USDHS NRCC in Washington, D.C. The NCR Watch Desk at the NRCC shall be the reporting element through which CMT would report to USDHS about incidents and actions.

C. Notification

HSEMA will notify relevant agencies in accordance with the Emergency Response Notification Matrix. The matrix identifies key personnel and agencies that are notified during a confirmed or unconfirmed event that could impact the District.

The Situational Reporting and Emergency Notification Standard Operating Procedure (SOP) establishes a framework for the HSEMA EOC to notify the Mayor, City Administrator, other members of the Executive Office of the Mayor, District agency directors, and other senior officials and staff at District government agencies as well as public utility agencies of events that affect public safety in the District.

The HSEMA EOC will be responsible for distributing information to District senior officials and regional partners. The Metropolitan Police Department (MPD) the District Department of Transportation (DDOT), the Department of Health (DOH) and the Office of Unified Communications (OUC) will not initiate any notifications to senior officials, but will send notifications only to their agency specific personnel. All members can post to the WebEOC Daily Operations Board any incident that could affect the District of Columbia or the National Capital Region.

HSEMA will make notifications through the emergency text alert system or by telephone for all incidents. The HSEMA EOC uses the emergency text alert system to send alert pages to any device that receives text messaging.

The District Alert System is a citizen notification system that also utilizes any device that receives text messaging through desktops, cell phones, and pagers. This system is accessed through dc.gov and 72hours.dc.gov and allows citizens to register for different types of pre-set alerts, including the following:

- Transportation accidents;
- Weather information;
- Utility outages;
- Government closures; and
- General alerts.

These alerts are informational and, in some cases, provide a protective action that could be sent to a particular neighborhood. The EOC will issue pages to any impacted neighborhoods.

D. Response Actions

1. Initial Actions

The Information and Planning Section begins operations in the EOC when an emergency occurs or upon a pre-incident emergency declaration. In some instances, this could precede the onset of an emergency (e.g., during an approaching hurricane), and the HSEMA Information and Planning Section would operate a small monitoring section.

- a. District CMT operations will be initiated, District ESF ELOs will staff the CMT and the Information and Planning Section will be activated. The section will initiate contact with the FEMA RRCC and/or USDHS NRCC through the NCR Watch Desk.
- b. District ESF activities for Information and Planning begin at the EOC. District information processing operations shall commence simultaneously at the District EOC or other District-designated locations. Then the CMT, including key Information and Planning staff, may be deployed to the emergency response locations.
- c. In cases where the District must coordinate with USDHS, the Information and Planning Section initiates communications with the NCR Watch Desk officer in the USDHS NRCC and establishes initial liaison with the FEMA RRCC and/or the Emergency Response Team–Advance (ERT-A).

2. Continuing Actions

Information and Planning Section actions last as long as necessary. Over time, emergency operations will transition from response to recovery. This transition does not change the Information and Planning mission, nor does it affect the basic functions of information gathering, analysis, dissemination, and planning. As the tempo of disaster operations slows, the staff of the Information and Planning Section is gradually reduced.

- a. The focus shifts to the economic impact of the emergency, program delivery effectiveness, and identifying recovery issues. Normally, there will be an increased need for specific economic and demographic information provided by the Technical Services Branch.
- b. The emphasis in planning during the recovery phase shifts from the daily incident action plan to long-range management plans. Staff within individual branches will do much of this planning; Information and Planning Section staff collates the information and facilitates the process.
- c. Situation reporting and formal briefings should continue through the recovery phase, although the frequency of both should be gradually reduced.
- d. Facilitate emergency management by coordinating District-wide Continuity of Operations (COOP) implementation.

V. Responsibilities

A. Primary District Agency

Homeland Security and Emergency Management Agency (HSEMA)—HSEMA has the responsibility for collecting, analyzing, processing, and coordinating the dissemination of information regarding emergencies. Under the direction of the Mayor, HSEMA will coordinate District assets to provide the necessary emergency assistance before, during, and after the occurrence of emergencies. HSEMA will execute actions to facilitate access to the federal disaster assistance process upon depletion of District resources.

B. Support District Agencies

1. **DC Public Schools (DCPS)**—DCPS will provide student awareness programs of hazards particular to the District through disaster preparedness training, presentations, and communications, and will provide regular status updates on DCPS resource needs and issues directly affecting District schools and students, including information on school closings, restrictions, shelters, and so forth. Additionally, school buildings may be used as shelters and DCPS buses may be used for emergency transportation.

2. **Department of Health (DOH)**—DOH will function as a medical consultant; assist in collecting health and medical related information; develop plans; and assist in disseminating health and medical related information to the public, through ESFs #5 and ESF #15—External Affairs.
3. **Department of Human Resources (DHR)**—The DHR will manage all personnel issues that arise during emergency operations, including union and management relations, leave policies, personal and workplace safety, special payroll provisions and temporary hiring, and workplace relocation issues.
4. **Department of Human Services (DHS)**—DHS will provide HSEMA information on social service providers relative to any risk associated with any emergency, including but not limited to situations involving special needs populations. DHS will plan any contingency services for these populations. DHS will provide information on social services through its command center to HSEMA and the Joint Information Center (JIC). DHS will also collect and analyze social services information to plan public awareness of emergencies and it will produce and disseminate information to the public. In addition, DHS is the primary agency for ESF #6—Mass Care, Emergency Assistance, Housing and Human Services coordinating the district’s effort to provide mass care needs (including but not limited to shelter and food) to victims of a public emergency.
5. **Department of Mental Health (DMH)**—DMH will provide the CMT with a regular assessment of first responders’ “burn out” symptoms and report on counseling and preventative mitigating actions for the public.
6. **Department of Parks and Recreation (DPR)**—DPR will provide updates to ESF #5 on their emergency operation activities, including parks and recreation sites, personnel, and equipment. Additionally, they may provide facilities for shelters.
7. **Department of Public Works (DPW)**—DPW will provide updates to ESF #5 on their disaster operation activities, including debris removal and disposal operations.
8. **District Department of Transportation (DDOT)**—The DDOT Public Information Officer will assist in gathering and disseminating public transportation information. DDOT will provide updates and transportation-related information to ESF #5.
9. **Executive Office of the Mayor (EOM)**—The EOM will be the executive-level resource ensuring the planning and the cooperative coordination of all District agencies. The EOM has ultimate responsibility to ensure continuation and restoration of services from District agencies. The Mayor’s Communications Director serves as spokesperson for the Mayor on all

activities of DC government agencies. HSEMA will coordinate the release of emergency public information concerning consequence management with the Communications Director.

10. **Fire and Emergency Medical Services Department (FEMS)**—The FEMS Public Information Officer will take the lead in disseminating FEMS information to the public through the JIC. FEMS will provide regular field status updates to HSEMA via its communications center and/or incident command post.
11. **Metropolitan Police Department (MPD)**—MPD will provide all pertinent information concerning police activities and emergency or emerging situations to HSEMA to disseminate to city officials, the press, other agencies, and the public. Also, MPD's Public Information Officer will be available to answer questions and provide information to the public, coordinated through the JIC in ESF #15—External Affairs.
12. **Office of the Attorney General (OAG)**—OAG will provide legal advice and take legal action for supporting agencies, unless lawyers in the supporting agencies normally perform these functions for their agencies. They will provide legal advice and take legal action for the District government.
13. **Office of Cable Television and Telecommunications (OCTT)**—The OCTT will utilize Channel 16 and Channel 13 to cablecast emergency information as it becomes available. News briefings by city officials, including the Mayor, the City Administrator, and other top officials, will be cablecast live over both channels, preempting regular programming, as required.
14. **Office of the Chief Financial Officer (OCFO)**—The OCFO will be the lead agency to ensure that disbursement of District funds continues in an orderly manner, including employee pay, vendor payments, and direct transfers. The OCFO will coordinate with the Office of Contract and Procurement to ensure that unforeseen and emergency procurements of critical goods are effected as quickly as possible.
15. **Office of the Chief Technology Officer (OCTO)**—OCTO will develop and enforce policies and standards for information technology in the District government. OCTO will ensure provisions of adequate communications to support District response operations, including providing GIS capabilities and a Wide-Range Area Network Support Center.
16. **Office of the City Administrator (OCA)**—The OCA will perform the EOM's oversight and advisory functions for the information and planning facets of the DRP.

17. **Office of Communications (OC), Executive Office of the Mayor**—The OC will establish and manage a JIC to release critical information to the public and the media under the direction of the Mayor’s Communications Director.
18. **Office of Unified Communications (OUC)**—OUC will facilitate communications and coordination among local, state, and federal authorities during regional and national emergencies.
19. **Serve DC**—Serve DC will provide ESF #5 information on volunteer availability and provide donations management information to responding agencies. The agency will keep a cadre of trained ELOs and respond to the EOC when necessary.

C. Other Support Agencies and Organizations

1. **American Red Cross (ARC) of the National Capital Area**—ARC in coordination with HSEMA will provide information on its assistance efforts under: ESF #6—Mass Care, Emergency Assistance, Housing and Human Services; ESF #8—Public Health and Medical Services; ESF #11—Food; and ESF #16—Volunteer and Donations Management.
2. **DC Housing Authority (DCHA)**—DC Housing Authority manages and provides subsidized public housing for low-income, elderly, and disabled District residents. Additionally, DCHA possesses contracts to identify temporary housing and provide housing counseling.
3. **DC Water and Sewer Authority (DCWASA)**—DCWASA will be available in the HSEMA EOC to coordinate information with DCWASA’s Command Center to restore service. DCWASA will collect, analyze, and disseminate information to the EOC to aid in the overall response and recovery operations.
4. **Potomac Electric Power Company (PEPCO)**—PEPCO provides electrical services to the public and businesses of the District. PEPCO will ensure communications with the EOC and provide an ELO to the EOC to ensure effective communications and coordination of public emergencies, specifically monitoring the power grid and its impact on the District. PEPCO will provide operational/restoration information reports on response activities to the EOC. Additionally, PEPCO will help HSEMA prepare an impact statement outlining the effects of a long-term power outage on government operations and on the potential threat to the health, welfare, and safety of citizens in the affected areas.
5. **Washington Gas Company (WGC)**—WGC will be available in the HSEMA EOC to coordinate information on the company’s efforts to restore service. WGC will collect, analyze, and disseminate information to the EOC, to aid in the overall response and recovery operations.

D. Primary Federal Agency

U.S. Department of Homeland Security/Federal Emergency Management Agency (USDHS/FEMA)—USDHS/FEMA is the primary federal agency for ESF #5 and will provide direct, technical, and other support to the District through the District counterpart ESF #5, as needed.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the USDHS National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

E. Support Federal Agency

District of Columbia National Guard (DCNG)—The DCNG will provide support during an emergency at the request of HSEMA. DCNG will provide to the HSEMA EOC information on its efforts under the ESF assignments.

VI. *Terms and Definitions*

A. Types of Plans Employed during EOC Operations

1. **Contingency Plan**—Targets a specific issue or event that arises during the course of emergency operations and presents alternative actions to respond to the emergency.
2. **Functional Plan**—A subset of the action plan developed by individual elements, setting out their operational priorities for addressing the most pressing problems.
3. **Incident Action Plan**—A verbal or written plan reflecting the Mayor's priorities with tactical objectives for the next operational period being implemented through the HSEMA/CMT Director.
4. **Long-Range Management Plan**—The Mayor shall approve the Long-Range Management Plan, which the CMT will use in a large-scale disaster to address internal staffing and disaster organization and team requirements.
5. **Strategic Plan**—Addresses long-term issues such as impact of weather forecasts, time-phased resource requirements, and problems such as permanent housing for displaced disaster victims, environmental pollution, and infrastructure restoration.

B. Essential Elements of Information

To assess quickly and accurately the effect of an emergency on the area's population and infrastructure, emergency managers require early intelligence essential element of information (EEI) on the areas noted below. This information facilitates accurate assessment of what response activities and material are required to save lives, relieve human suffering, protect property and the environment, and expedite response and recovery operations.

During the early hours of a disaster and in the absence of "ground truth," information such as actual on-site surveys or imagery, GIS, computerized predictive modeling, and damage estimation software may be used to develop *initial* damage estimates. As soon as possible, actual on-site ground surveys will be performed. Sources may include a federal-district preliminary damage assessment and information from federal and District government agencies, among others, to establish "ground truth" for the following EEI as needed:

- Location of the impacted area;
- Social, economic, and political impacts;
- Jurisdictional boundaries involved;
- Status of transportation systems and critical transportation facilities;
- Status of communications systems;
- Access points to the disaster area;
- Status of operating facilities;
- Hazard-specific information;
- Weather data affecting operations;
- Seismic or other geophysical information;
- Status of critical facilities and distribution systems;
- Status of remote sensing and reconnaissance activities;
- Status of key personnel;
- Status of ESF activation;
- Status of disaster or emergency declaration;
- Major issues and activities of ESFs;
- Resource shortfalls and status of critical resources;
- Overall priorities for response;
- Status of upcoming activities;
- Donations;
- Historical and demographic information;
- Status of energy systems;
- Estimates of potential impacts based on predictive modeling (as applicable);
- Status (statistics) on recovery programs (human services, infrastructure, Small Business Administration);
- Status and analysis of initial assessments (needs assessments and damage assessments, including preliminary damage assessments); and
- Status of efforts under federal emergency operations plans, if known.

Figure 5-2: ESF Essential Elements of Information

Essential Elements of Information	ESF Provider															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Status of transportation systems	✓					✓	✓	✓				✓	✓			
Status of communication systems		✓		✓	✓								✓			
Access points to emergency areas	✓		✓	✓					✓	✓			✓			
Status of operating facilities	✓	✓	✓	✓		✓										
Hazard-specific information			✓	✓				✓		✓			✓			
Status of critical facilities				✓	✓											
Status of key personnel	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Status of emergency/ disaster declaration					✓											
Major issues/activities of ESFs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Resource shortfalls	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Overall priorities for response	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Status of upcoming events	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Location of the impacted area	✓		✓	✓		✓		✓		✓		✓	✓			
Social, economic, and political impacts	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jurisdictional boundaries involved	✓		✓	✓		✓		✓		✓		✓	✓			
Weather data affecting operations					✓											
Seismic or other geophysical information					✓											
Status of remote sensing and reconnaissance activities	✓		✓	✓	✓								✓			
Status of ESF activation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Donations																✓
Historical and demographic information	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Essential Elements of Information	ESF Provider															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Status of energy systems			✓									✓				
Estimates of potential impacts based on predictive modeling					✓											
Status (statistics) on recovery programs (human services, infrastructure, Small Business Administration)					✓	✓								✓	✓	✓
Status and analysis of initial assessments (needs assessments and damage assessments, including Preliminary Damage Assessments)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Status of efforts under federal emergency operations plans	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Injuries and medical emergencies	✓		✓	✓		✓		✓	✓	✓		✓	✓			
Crowd control problems			✓										✓			
Citizen assistance requests														✓	✓	
Logistical problems	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Emergency Support Function #6 Mass Care, Emergency Assistance, Housing and Human Services

Primary District Agency:	Department of Human Services
Support District Agencies:	Child and Family Services Agency DC Public Libraries DC Public Schools Department of Corrections Department of Employment Services Department of Health Department of Mental Health Department of Parks and Recreation Department of Public Works Department of Youth Rehabilitation Services District Department of Transportation Fire and Emergency Medical Services Department Homeland Security and Emergency Management Agency Metropolitan Police Department Office of Property Management Office on Aging Office on Asian and Pacific Islander Affairs Office on Latino Affairs Office of Unified Communications
Other Support Agencies and Organizations:	American Red Cross of the National Capital Area Consortium of Universities of the Washington Metropolitan Area DC Housing Authority DC Voluntary Organizations Active in Disaster and Its Member Agencies
Primary Federal Agency:	U.S. Department of Homeland Security/Federal Emergency Management Agency
Support Federal Agency:	District of Columbia National Guard

I. Introduction

Emergency Support Function (ESF) #6—Mass Care, Emergency Assistance, Housing and Human Services coordinates the District’s efforts to provide mass care needs to

victims of an emergency. These services could include, but are not limited to, providing shelter, food, and emergency first aid assistance to those impacted by an emergency. ESF #6 also covers other basic needs and services such as food, drinking water, temporary sewage/waste management receptacles, basic medical and hygiene needs, and related services. Additionally, ESF #6 supports the establishment and maintenance of systems to provide bulk distribution of emergency disaster relief supplies to disaster victims and response personnel and the collection of information to operate a Disaster Welfare Information (DWI) system for the purpose of reporting victim status and assisting family reunification.

A. Purpose

The purpose of ESF #6 is to promote and ensure a coordinated District capability to provide mass care, housing, and human service assistance to victims that have been impacted by an emergency, including a Weapons of Mass Destruction (WMD) event.

B. Scope

1. ESF #6 promotes the delivery of services and the implementation of programs to assist individuals, households, and families impacted by potential or actual incidents. This includes economic assistance and other services for individuals impacted by the incident. ESF #6 includes three primary functions: mass care, housing, and human services.

Initial response activities will focus on meeting urgent needs of disaster victims on a mass care basis. Initial recovery efforts will commence as response activities are taking place. As recovery operations are introduced, close coordination will be required between those organizations responsible for recovery operations and voluntary organizations, such as the American Red Cross and other national voluntary organizations, local religious and civic groups, and other entities providing recovery assistance, including federal government agencies.

2. Mass care involves the coordination and provision of services to include sheltering of victims, organizing feeding operations, providing emergency first aid at designated sites, collecting and providing information on victims to family members, and coordinating bulk distribution of emergency relief items. It specifically includes the following:
 - a. Emergency shelter for disaster victims using pre-identified shelter sites in existing structures, creating temporary facilities, or construction of temporary shelters, and, in the event of an evacuation, using similar facilities outside the disaster affected area. Coordinate, with the assistance of ESF #6 support agencies, temporary services to victims such as drinking water, temporary sewage/waste management

receptacles, basic medical, and personal hygiene needs. Types of mass care shelters include overnight shelters, evacuation shelters, reception centers, and evacuation transfer stations. (Medical needs that require specialized care must be handled by ESF #8—Public Health and Medical Services. This includes the sheltering of any individual with medical conditions requiring specialized care where the individual is neither self-sufficient nor has a care-giver with them).

- b. Food will be provided to disaster victims and emergency workers through a combination of fixed sites, mobile feeding units, and bulk distribution of food and potable water. Such feeding operations will apply sound nutritional standards and will, to the extent possible, meet requirements of disaster victims with special dietary needs.
- c. Emergency first aid will be provided to victims and emergency workers at mass care facilities and at designated sites within the emergency area. This service will be supplemental to, or in conjunction with, emergency health and medical services established to meet the needs of disaster victims under ESFs #4—Firefighting and ESF #8—Public Health and Medical Services.
- d. DWI regarding individuals residing within the affected area will be collected and provided to immediate family members outside the affected area through a DWI system. DWI also will be provided to aid in the reuniting of family members within the affected area who were separated at the time of the emergency. In addition, the DWI system also will be used to assist pet owners in tracking down pets lost as a result of an emergency and found by District employees or brought to the attention of the District by citizens or response personnel. The Department of Human Services (DHS) and the American Red Cross will coordinate the dissemination of DWI through ESF #5—Emergency Management, ESF #15—External Affairs, and ESF #16—Volunteer and Donations Management to both inform the public and receive inquiries.
- e. Sites will be established within the affected area for bulk distribution of emergency relief items to meet the urgent needs of disaster victims. These items may include clothing, blankets, basic medicine, food and dietary supplements, and so forth.
- f. Mental health professionals will provide support for the mental health needs of disaster victims. This support includes monitoring the mental health of first responders, support agency staff, and volunteers.

3. Housing involves the provision of assistance for short-term and transitional housing needs of victims.
4. Human services include providing victim-related recovery efforts such as counseling, identifying support for persons with special needs, and expediting mail services in affected areas.
5. Family Assistance Centers will provide a full-range of primary recovery services including reunification of families following an emergency.
6. ESF #6 will be used in transitioning from basic mass care services to longer-term recovery services.
7. The policies and responsibilities detailed in this annex are supported by a number of agreements that detail response timing and procedures. These subordinate documents include:
 - Agreement between the American Red Cross and the District on the Administration of Shelter Care;
 - Agreements between the District and county municipal governments in Maryland and Virginia; and
 - American Red Cross shelter guidelines and policies.

II. Policies

- A. ESF #6 will provide mass care activities and services without regard to color, national origin, sex, age, marital status, personal appearance, sexual orientation, familial status or responsibilities, disability, matriculation, animal ownership, economic status, or racial, religious, political, ethnic, or other affiliation. All mass care activities and services will be provided with reasonable accommodations for individuals with special needs and compliant with universal design principals where practicable.
- B. ESF #6 support may vary depending on an assessment of incident impact(s), the magnitude and type of event, and the stage of the response and recovery efforts.
- C. All mass care activities and services will be provided in accordance with existing District and federal rules and regulations.
- D. District and non-governmental organizations' (NGOs) personnel will be expected to support ESF #6 functions in accordance with the rules and regulations of their respective parent agencies.
- E. District department and agency personnel assigned to ESF #6 shall be self-sufficient for a minimum of 72 hours following an emergency occurrence.

- F. All appropriate governments, volunteers, and private sector resources will be utilized, as available.
- G. The DWI system is established and operated by the American Red Cross. The DWI system will consist of those persons identified on shelter lists, National Disaster Medical System (NDMS), casualty lists, and any other information made available by District or federal emergency management agencies and hospitals. This information will be collected, verified, and made available to immediate family members upon the consent of the sought person within or outside the affected area. Since it is consent-based, people will have the opportunity to opt out by withholding consent.

Information on those injured and remaining within the affected area will be limited to information provided by local medical units to the DWI system. Information on casualties evacuated from the affected area to other medical facilities will be restricted to information provided by the appropriate tracking capabilities. The listing of public emergency-related deaths will be limited to officially confirmed fatalities. The DWI operation will be discontinued as soon as it is practical.

- H. The Homeland Security and Emergency Management Agency (HSEMA) is responsible for coordinating with other ESFs directly, or through ESF #5—Emergency Management, regarding response, recovery, and mitigation assistance, as appropriate. The success of ESF#6 activity is contingent upon strong coordination with ESFs #8—Public Health and Medical Services, ESF #11—Food, ESF #14—Long-Term Community Recovery and Mitigation, ESF #15—External Affairs, and ESF #16—Volunteer and Donations Management.

III. Situation

A. Disaster Condition

1. The magnitude of the emergency will be such that the District will be too overwhelmed to assess the emergency and respond effectively to basic human needs using routine operations. Damage to roads, airports, communications systems, and so forth will hamper emergency response efforts. The movement of emergency supplies may be seriously impeded. People's homes may be destroyed or damaged to the point that entry will not be safe. People may not be able to access homes and other buildings due to damage to the city's infrastructure and transportation systems.
2. Hundreds or thousands of emergency victims will be forced from their homes, depending on such factors as time of occurrence, area demographics, building construction, and existing weather conditions. There may be large numbers of dead and injured, which will leave large numbers of specialized population groups (e.g., elderly, children, interned)

without support. Families may be separated and unable to reunite, communications systems may be damaged or destroyed such that individuals will not be able to locate their friends or families or be able to identify alternative housing, feeding, emergency medical care, or other basic needs. Hundreds or thousands of transients such as tourists, students, foreign and domestic visitors, and homeless persons may be involved.

B. Planning Assumptions

1. An emergency occurs that produces significant casualties and widespread damage. Individuals may develop serious physical, emotional, or psychological problems requiring specialized medical services.
2. Mass care facilities will receive priority consideration for structural inspections to ensure safety of occupants.
3. Mass care operations and logistical support requirements will be given high priority by city agencies.
4. Primary city shelter facilities will be available, and/or alternative, secondary sites will be identified in the District or in cooperation with neighboring government counties and states in adjacent locations outside the District.
5. It is likely that during a disaster a significant portion of dislocated residents and visitors will not be self-sufficient during the initial 72 hours. DHS and support agencies, in conjunction with local voluntary organizations, will need to be able to coordinate the evacuation and registration of victims, administer emergency first aid treatment and mental health counseling, and provide other initial mass care needs for at least the first 72 hours after an emergency.
6. For significant emergencies, it is anticipated that federal and national assistance will be forthcoming to support mass care operations, including assistance from the American Red Cross of the National Capital Area, and the federal government under the auspices of the National Response Framework (NRF) and the Stafford Act.
7. Historically, shelter stays by District residents have been 72 hours or less. However, for certain catastrophic events, the restoration of basic infrastructure (e.g., communications, roads, transportation services, and electricity) may take days, weeks, or even months. Ongoing assistance under ESF #6 may be required as response activity transitions to recovery activity.

8. If some percentage of the sheltered population requires shelter for an extended period of time, interim housing will be coordinated with the American Red Cross, the DC Housing Authority, and appropriate partners from the commercial sector. Additionally, as part of their housing regulatory and inspection mission, the Department of Consumer and Regulatory Affairs possesses contracts for hotel accommodations that may be utilized for short term or interim housing.
9. Individuals will be anxious to identify the location and health/condition of friends, family, and loved ones. The makeup of the dislocated will likely be diverse and will require attention to cultural, ethnic, language, and other related needs.
10. DHS and support agency staff will be trained and certified by the American Red Cross in shelter management and emergency relief and support services.
11. There are agreements in place between the American Red Cross and the agents of the District government for the administration of shelter care, including shelter registration and the implementation of a DWI system.
12. Verbal or written mutual aid agreements exist between the District government and federal law enforcement agencies and surrounding county municipal governments in Maryland and Virginia.

IV. Concept of Operations

A. General

1. Initial response activities focus on meeting urgent mass care needs of victims.
2. Recovery efforts are initiated concurrently with response activities. Close coordination is required among those local, state, and federal agencies responsible for response operations and recovery activities, and other nongovernmental organizations providing assistance.
3. ESF #6 functions are divided into three main areas. The principal activities for each functional area are described in the following sections.
 - a. Mass care—The ESF #6 mass care function includes overall coordination, shelter, feeding, and other activities to support emergency needs of victims as described below:
 - i. Coordination: This includes coordination of local, state, and federal assistance in support of mass care services, and the

gathering of information related to sheltering and feeding operations in the impacted area.

- ii. Shelter: Emergency shelters, reception centers, and safe havens include the use of pre-identified shelter sites in existing structures, the creation of temporary facilities or the temporary construction of shelters, and the use of similar facilities outside the incident area, should evacuation be necessary.
 - Ensure registration of all shelter residents upon arrival.
 - Maintain a system for checking residents in and out when they leave for any period of time.
 - Manage the system of record keeping for shelter registrations.
 - Set up and organize shelter areas including sleeping areas, recreations/play areas, feeding areas, etc.
 - Ensure the safety, security, and sanitation of the shelter.
 - Procure, store, and distribute supplies and equipment at the shelter.
 - Work with the representatives of the facility to ensure that the building is maintained properly.
 - Establish protocols for interacting with the news media to minimize disruption of shelter operations and protect privacy of shelter residents.
- iii. Feeding: Feeding is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution of food. Feeding operations are based on sound nutritional standards to include meeting requirements of victims with special dietary needs to the extent possible.
 - Supervise on-site food preparation and service for shelter residents and workers.
 - Advise the logistics supervisor of needed supplies.
 - Ensure that food ordering system is established and implemented.
 - Keep accurate records of food and supplies received and expended.
 - Prepare and monitor the food service staff work schedule.
- iv. Emergency First Aid: Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and

- facilities, is provided at mass care facilities and at designated sites.
- v. **DWI:** DWI collects information regarding individuals residing within the affected area and provides it to immediate family members outside the affected area. The system also aids in reunification of family members within the affected area.
 - vi. **Bulk Distribution:** Emergency relief items to meet urgent needs are distributed through sites established within the affected area. These sites are used to coordinate mass care food, water, and ice requirements, and distribution systems with federal, state, local, and tribal governmental entities and NGOs.
- b. **Housing—**The ESF #6 housing function addresses needs of victims in the affected areas, and is accomplished through the implementation of programs and services designed to:
- i. Provide assistance for the short-term and transitional housing needs of victims.
 - ii. Identify the various factors that could impact the incident-related housing needs and help develop a plan of action to provide housing assistance in the most effective, expedited, and efficient manner available at the time.
 - iii. Identify solutions for short-term and transitional housing for victims, as appropriate. Housing assistance provided to victims may include referral or direct service to rental assistance, temporary housing, loans for the repair and/or replacement of primary residences, etc.
- c. **Human Services—**The ESF #6 human services component implements programs and provides services to assist victims. This includes, but is not limited to:
- i. Coordinating and assessing the situation and implementing an appropriate plan based on the resources available to assist all victims.
 - ii. Supporting various services impacting individuals and households, including a coordinated system to address victims' incident-related recovery efforts through crisis counseling and other supportive services.
 - iii. Identifying and coordinating the needs of individuals with special needs within the impacted area, to include the elderly, people with disabilities, and people communicating in languages other than English (including sign language).
 - iv. Supporting immediate, short-term assistance for individuals, households, and groups dealing with the anxieties, stress, and

- trauma associated with a disaster, act of terrorism, and/or incident of mass criminal violence.
- v. Supporting expedited processing of new federal, state, and local benefits claims (e.g. Social Security, veterans benefits, disaster unemployment assistance, and federal tax refunds).
 - vi. Supporting federal, state, and local efforts to provide assistance and crime victim compensation in incidents resulting from terrorism or acts of mass criminal violence, as appropriate.
 - vii. Ensuring water, ice, and other emergency commodities and service requirements are delivered to appropriate entities.
 - viii. Providing support to expedite mail services in affected areas.
 - ix. Establishing Family Assistance Centers when appropriate.
4. As part of routine operations, the District Office of Property Management (OPM), the District Department of Parks and Recreation, and DC Public Schools, in agreement with the American Red Cross, and in accordance with American Red Cross protocols, routinely survey designated shelter space in the District in preparation for a potential event that will require the temporary sheltering of citizens. In addition, the Office of Contracting and Procurement (OCP) establishes procurement agreements from compiled lists of potential supplies, resources, and supply vendors that will be able to provide goods and services in the event of an emergency.
 5. The shelter management team will: maintain liaison with and coordinate requests for assistance through the HSEMA Emergency Operations Center (EOC) for food, clothing, and medical assistance; provide assistance in the dissemination of public emergency assistance information; provide an evacuees locator service for family members and public officials; maintain and submit records of shelter operations and resource expenditures; and close the shelter(s) when they are no longer needed. Shelters operated by the American Red Cross will follow American Red Cross guidelines and policies.

B. Organization

1. At the District level, DHS, assisted by the American Red Cross and HSEMA, will coordinate all ESF #6 activity. Since support agencies will be represented at the EOC, DHS will maintain contact with those representatives, as necessary, at those locations for the duration of the emergency response period. Support agency representatives will have sufficient knowledge of the capabilities and resources of their agencies, with appropriate authorities to commit resources to the response effort.

2. If a presidential disaster declaration is issued, DHS is the point of contact (POC) within the District and will represent this ESF in its dealings with the District Consequence Management Team (CMT) operating from the EOC. The DC Coordinating Officer (DCCO) will coordinate requests to the Federal Coordinating Officer for federal assistance from the District to the Federal Emergency Management Agency (FEMA). DHS will have an ESF #6 Emergency Liaison Officer (ELO) present or available for duty at the Joint Field Office (JFO) on a 24-hour basis for the duration of the emergency response period.
3. There are designated shelters in every ward in case of major disruptions impacting citizens' safety. DHS, with support from the American Red Cross, the Salvation Army, and HSEMA will direct the delivery of food, cots, blankets, and other supplies for sheltered individuals. If the situation warrants, ESF #6 will coordinate with HSEMA to request that the DC National Guard (DCNG) deploy mobile food kitchens to assist with the food programs and help with shower facilities and decontamination if needed.
4. Following ESF #6 activation, the primary agencies convene at the direction of the CMT or the lead agency to evaluate the situation and respond accordingly.
5. Primary and support agencies are available on an "as needed" basis for the duration of the emergency response period.
6. ESF #6 will provide an ELO to the HSEMA EOC, as required.

C. Notification

1. Upon notification from HSEMA, DHS will notify designated staff, including the emergency coordinator and the ESF #6 ELO, to initiate response operations. The ELO will immediately deploy to the HSEMA EOC and serve as the primary POC, information gatherer, and coordinator for DHS and ESF #6 response operations.
2. The DHS Emergency Coordinator will notify DHS staff in support of ESF #6 operations depending on the event and he/she will coordinate with the American Red Cross and other agencies, as required.

D. Response Actions

1. Initial Actions

- a. DHS, supported by HSEMA, will assess the emergency situation and assess mass care response needs.

- b. The American Red Cross will provide technical assistance and advice to DHS and other District and voluntary response organizations.
- c. DHS, as necessary, will authorize emergency food stamps and vouchers to individuals and families to purchase food on the open market as required.
- d. DHS and support agencies also may provide other disaster relief supplies that may be needed by individuals residing in the shelters.
- e. In the event of an emergency within the city, in which many of the pre-designated shelters have been damaged or destroyed, DHS will work in conjunction with HSEMA to identify additional, alternative locations within the District or to coordinate with neighboring communities and governments to identify potential shelter locations and facilities.
- f. As opportunities present themselves, DHS, in concert with the Department of Health (DOH) and appropriate animal services organizations, will help displaced families locate lost pets and provide information on lost pets returned to the city's care.
- g. DHS will provide planning information to ESF #5—Emergency Management for the evacuation of victims, including the elderly, persons with disabilities, and children in DHS managed buildings, as necessary.
- h. HSEMA has designated shelters in every ward in case of a major disturbance or emergency impacting citizen safety. When conditions warrant, DHS and the American Red Cross will operate the established community-based emergency/disaster shelters for residents. Persons needing shelter are asked to bring clothing, bathing and sanitary supplies, pre-filled prescriptions and other medical needs, denture and eye care materials, and special dietary supplies or requirements. Guide dogs are permitted in shelters. If the situation warrants, HSEMA will coordinate a request for the DCNG to deploy mobile food kitchens to assist with the feeding program and shower facilities.
- i. As needed, mobile food kitchens and other mass care support will be provided outside the shelter system to support response personnel and individuals in need of such services outside of shelters.
- j. As required, DHS will coordinate with HSEMA and the District Department of Transportation (DDOT) and ESF #1—Transportation

to identify helipad locations for use of helicopter landings for the delivery and pick up of people and goods on an as-needed basis.

2. Continuing Actions

- a. DHS, with the support of the American Red Cross, will continue to operate the shelters once recovery operations commence and families and individuals can return to their homes, find temporary housing, or seek alternative arrangements.
- b. DHS with the support of the American Red Cross will continue to coordinate the relocation and reuniting of families until all displaced conditions are resolved.
- c. This effort will include continued assistance to non-residents (e.g., tourists, visitors, etc.) caught in the emergency and stationed in the shelters until they are able to return to their homes or next destination.

V. Responsibilities

A. Primary District Agency

1. **Department of Human Services (DHS)**—DHS will coordinate ESF #6 for the District. DHS will ensure that any shelter is appropriately staffed to direct the operation of the facility:
 - Staff will be prepared to register all shelter occupants, either individually or by family. Information on the registration form will include each occupants needs for health services, any special medications or medical equipment requirements, contagious diseases, physical disabilities, or other special needs.
 - Coordinate with the American Red Cross of the National Capital Area to assist in administration of the shelter and registration.
 - Coordinate supervision and services for persons in emergency shelters with special needs.
 - Coordinate with ESF #8—Public Health and Medical Services for medical needs shelters and support ESF #8 with materials, supplies, and food for such shelters.

DHS will reasonably assure that individuals have access to health care, required medications, and appropriate food, especially for people with special needs. The agency will coordinate and assist with emergency feeding in and out of the shelter environment:

- Coordinate food purchases and reimbursement for emergency food during the crisis period.

- Coordinate delivery of emergency food to the appropriate service delivery locations.

DHS, under ESF #6, also will:

- Assess and ensure community behavioral health needs following an emergency/disaster.
- Assist or provide personnel, supplies, and other resources to assist in shelter operations for victims of the effected emergency/disaster area.
- Assess and ensure provision of emergency medical support at the shelter sites.
- Assist or provide the development and maintenance of a shelter operations plan.
- Oversee and approve all Memoranda of Agreement (MOA).
- Assist or provide counseling for short-term case management and crisis intervention services.
- Serve as a resource providing referrals for additional services for mental health, substance, mental retardation, disability services, child welfare, and public assistance.
- Monitor the compliance with the Americans with Disabilities Act (ADA).
- Assist or provide services for seniors and their families and individuals with disabilities.
- Ensure response for adult and child protective services.
- Assist or provide for the mass feeding of evacuees and relief workers at the shelter facilities.
- During shelter operations provide frequent updates as to the shelter status to the EOC.
- Maintain records of cost and expenditures and forward them to the Finance and Administration Section Chief.
- Assist or provide the coordination of the DWI center.
- Develop and maintain a shelter operations plan.

B. Support District Agencies

- 1. Child and Family Services Agency (CFSA)**—CFSA will mobilize its staff and volunteers to assist in District-wide responses. These resources will primarily be used in emergency shelter operations and staffing. CFSA, in concert with the Metropolitan Police Department (MPD), will oversee the identification, processing, and protection of any children who may be

separated from their parent(s) or guardian, or children identified or reported to be at risk for neglect or abuse while in the emergency shelters or in the community during an emergency.

2. **DC Public Libraries**—DC Public Libraries will assist with the staffing of designated emergency shelter care facilities and other emergency relief sites; help to staff alternate emergency shelter and/or feeding sites; and assist with providing activities at emergency shelter facilities and other emergency relief sites for all age groups.
3. **DC Public Schools (DCPS)**—DCPS will provide school facilities to be utilized as shelters for emergency sheltering operations, as required. DCPS will facilitate the opening of emergency shelter sites upon request; provide personnel, equipment, supplies, and other resources needed to assist in shelter operations for victims of the affected emergency/ disaster area; provide personnel to assist in the mass feeding of evacuees and relief workers at the shelter sites; and provide emergency food, food storage, and cooking facilities for bulk food issuance as needed. DCPS will coordinate approval for the food distribution from U.S. Department of Agriculture or other District and federal agencies, as required. DCPS will provide emergency medical support at the shelter sites by utilizing nursing staff. DCPS will provide the ESF coordinator with frequent updates as to the shelter status and assist in the development and maintenance of a shelter operations plan.
4. **Department of Corrections (DOC)**—DOC will use internal plans and procedures to ensure safe and secure housing of inmates in the event of an emergency that requires the closure of part or all of an institution. DOC will coordinate with HSEMA, MPD, DHS, and Department of Parks and Recreation to address issues related to safe and secure shelter of both citizens near correctional institutions and the inmates during emergencies that affect correctional institutions. DOC will identify facilities that have capacity to provide shelter and complete congregate care services if needed. (It may be necessary to move residents away from a correctional facility if a prison incident is in progress.)
5. **Department of Employment Services (DOES)**—DOES will ensure that facilities will be available as emergency shelters/mass feeding centers should they be needed; assist in the provision of staff and volunteer resources and recruit emergency manpower to work at emergency shelters, as necessary; and coordinate with DHS and human services partners to provide employment services to disaster clients if/when such services might be needed.
6. **Department of Health (DOH)**—DOH will provide medical care for impacted populations either in or outside the shelter locations; provide

emergency first aid services, with medical staff and credentialed volunteers, to shelter clients and workers, and assist with medical supply resources when requested and as DOH inventory permits; and ensure oversight and quality of health care that is provided to shelter clients and staff and monitor the administration of medications and the provision of special dietary requirements. DOH will provide the ESF coordinator with frequent updates as to the shelter status and ensure health standards, including food, sanitation, and water, are maintained at all service sites.

DOH also will protect animals during an emergency, including providing for animal sheltering facilities, if/when appropriate; protect the public from disease, injury, or other public health safety risks associated with an animal- or animal-industry-related emergency or disaster; and promote information sharing in order to assist animal owners in protecting themselves and their animals in case of an emergency or disaster. DOH will promote information sharing in order to assist the animal industry in protecting itself in case of an emergency or disaster and evaluating public health and safety risks potentially associated with animal emergencies and considering ways to avoid or minimize their effects.

DOH will provide for the establishment of Medical Needs Shelters to provide shelter for people who have function or medical support needs beyond what can be provided at the general population shelters.

- 7. Department of Mental Health (DMH)**—DMH will coordinate with private and federal mental health professionals to serve the mental health needs of the disaster victims. DMH will assess mental health needs following an emergency/disaster considering the stress resulting from a possible long-term recovery period; monitor the mental health of first responders, agency staff, and volunteers providing mass care services; support continued patient care; provide emergency psychiatric care for residents, workers, and visitors; and provide public mental health education on critical incident stress and stress management techniques. DMH will coordinate with mental health service providers to monitor mental health issues and ensure appropriate crisis management support to victims, responders, their families, and others impacted by the emergency.
- 8. Department of Parks and Recreation (DPR)**—DPR will mobilize its staff and volunteers to assist in District-wide responses and provide transportation to or assistance with the operation of shelter facilities. City parks and recreational facilities may be used for staging areas, storage areas, temporary open-air shelter sites, and for other uses in support of mass care response efforts. DPR will assist with providing children’s activities.
- 9. Department of Public Works (DPW)**—DPW will provide solid waste removal and debris removal; coordinate the inspection of facilities as

needed, in conjunction with the DC Department of Consumer and Regulatory Affairs; coordinate with DC Water and Sewer Authority, as necessary, and DOH, to ensure that the water and sewer sanitation within the emergency area are safe; and ensure that shelter facilities have clean water and working sewerage hookups.

- 10. Department of Youth Rehabilitation Services (DYRS)**—DYRS has custody over youth detained by or committed to the District’s juvenile justice system. DYRS will use internal plans and procedures to ensure safe and secure housing of youth in the event of an emergency that requires the closure of part or all of a facility.
- 11. District Department of Transportation (DDOT)**—DDOT will provide DHS and HSEMA with current traffic conditions and roadway operation information to support the identification of mass care facilities. The agency will coordinate with ESF #6 agencies in establishing a system for providing transportation assistance for victims and for needed supplies within a shelter. DDOT will coordinate with ESF #6 agencies and transit providers to provide transportation for the population in the effected area, which is requested to evacuate; coordinate with DOH and appropriate animal services agencies to assist with the transportation of shelter resident pets from mass care shelters to appropriate facilities; and will provide similar coordination for transportation of pets for people required to evacuate. DDOT will coordinate with the Department of Disabilities Services, transit providers and appropriate disability service providers in establishing a system for providing transportation assistance for disaster victims with disabilities requiring specialized transportation.
- 12. Fire and Emergency Medical Services Department (FEMS)**—FEMS will assist with evacuation of specific locations (e.g., Metro stations, buildings, etc.) and provide for decontamination, if public safety becomes an issue.
- 13. Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will assist in establishing priorities and coordinating the transition of mass care operations with recovery activities based on emergency situation information and the availability of resources that can be appropriately applied. HSEMA will provide logistics support, including communications for emergency operations; coordinate the designation and opening of shelters with the building owner or controlling agency; and coordinate with DHS and appropriate agencies to arrange for bedding, cots, food, security, and other essential resources needed at shelters. HSEMA will consider the potential duration of a shelter opening, number of persons needing shelter, and location of an emergency when opening a shelter.

HSEMA will coordinate the various District and federal agencies and private group responses to emergency feeding requirements; coordinate the use of federal stockpiles of food through FEMA (the designated lead agency for federal mass care provisions under the NRF), if federal assistance is deemed necessary by the Mayor. HSEMA will assess the situation and execute an evacuation order after consultation with adjacent jurisdictions. If the movement crosses boundaries and the decision is to evacuate, established evacuation routes will be used unless roads are hazardous or blocked. Alternative evacuation routes will be determined after consultation with HSEMA, MPD, DPW and DDOT. Citizens will be advised and prepared for the evacuation by information announcements over radio and television, and by use of the emergency broadcast system, if necessary.

- 14. Metropolitan Police Department (MPD)**—MPD will provide support and assistance in cooperation with the HSEMA and other city agencies in the event that emergency shelters are established. MPD will maintain security of emergency shelters, including control of ingress and egress in coordination with DHS and the American Red Cross. MPD also will provide support and assistance to facilitate the delivery of emergency food and supplies; assist in the notification of the public by providing direction and security along predetermined evacuation routes; and assist in ensuring that any evacuation is conducted in an orderly and safe manner.
- 15. Office of Property Management (OPM)**—OPM will provide equipment, materials, and trained persons to support mass care efforts and identify alternative shelter sites, temporary staging locations, storage locations, and other related services in the event of an emergency.
- 16. Office on Aging (DCOA)**—DCOA will assist with the management and care, including the distribution of emergency relief items to District senior citizens at designated sites. DCOA will assist, potentially through contractors, with operation of shelter-in-place and mobile feeding units to serve District senior citizens. DCOA also will coordinate the transport and relocation of District senior citizens to emergency shelter care facilities, in concert with other agencies; assist with staffing emergency shelter facilities situated in communities with large senior citizen populations; and assist with the operation of designated feeding and health care service sites for District senior citizens.
- 17. Office on Asian and Pacific Islander Affairs (OAPIA)**—OAPIA will assist with staffing and language translation services at emergency shelter and health care facilities and emergency relief sites and assist with family reunification efforts for displaced, non- and limited-English-speaking individuals. OAPIA also will assist with the provision of volunteer translators for emergency medical intervention, routine health care services,

crisis intervention, and psychiatric services, at designated emergency response sites and on the mobile units. OAPIA will work with communicators to ensure that all messages are properly translated or interpreted for speakers of other languages, and that messages are culturally appropriate.

18. **Office on Latino Affairs (OLA)**—OLA will assist with staffing and language translation services at emergency shelter and health care facilities and emergency relief sites; assist with family reunification efforts for displaced, non- and limited-English-speaking individuals; and assist with the provision of volunteer translators for emergency medical intervention, routine health care services, crisis intervention, and psychiatric services, at designated emergency response sites and on the mobile units. OLA also will work with communicators to ensure that all messages are properly translated or interpreted for speakers of other languages, and that messages are culturally appropriate.
19. **Office of Unified Communications (OUC)**—OUC will provide for information and referral to human services providers. As appropriate, OUC will provide information to the public regarding other ESF #6 services. Services also are available online through 211metrodc.org

C. Other Support Agencies and Organizations

1. **American Red Cross (ARC) of the National Capital Area**—ARC will assist or provide with the management and care of the shelter facilities; arrange for bedding, cots, food, and other essential resources needed at shelters in coordination with DHS and HSEMA; and assist or provide personnel, equipment, supplies, and other resources to support the setting up and running of shelter facilities. ARC also will assist or provide for the mass feeding of evacuees and relief workers at the shelter facilities; assist or provide first aid stations at shelter facilities. ARC will assist or provide in the coordination of DWI services; assist or provide the development and maintenance of a shelter operations plan; assist in providing mental health counseling and support services; and facilitate the opening of emergency shelter sites upon request.
2. **Consortium of Universities of the Washington Metropolitan Area**—The universities will identify and make available alternative sites for emergency shelters. The universities will endeavor to prepare and activate educational and recreational facilities for their use as shelters, as needed. The universities will provide language and cultural resources as available to assist in the shelters.
3. **DC Housing Authority (DCHA)**—DCHA manages and provides subsidized public housing for low-income, elderly, and disabled District

residents. DCHA will utilize contracts to identify temporary housing and provide housing counseling.

4. **DC Voluntary Organizations Active in Disaster (DC VOAD) and Its Member Agencies**—DC VOAD will establish a process for involving member organizations in the mitigation of, preparedness for, response to, and recovery from an emergency. Member agencies provide a wide variety of emergency services in the realm of mass care, housing and human services.

D. Primary Federal Agency

U. S. Department of Homeland Security/Federal Emergency Management Agency (USDHS/FEMA)—The primary federal agency for ESF #6 will provide direct, technical, and other support to the District through the District ESF #6 primary agency, DHS.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the USDHS National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

E. Support Federal Agency

District of Columbia National Guard (DCNG)—As requested by HSEMA, the DCNG will assist with security, both on the streets and in the designated shelters. DCNG will facilitate the transport of disaster relief supplies and equipment. DCNG will provide assistance with mobile kitchens and shower facilities, if required for sheltering. DCNG will assist in the evacuation or relocation of victims, as necessary.

Emergency Support Function #7 Resource Support

Primary District Agency:	Office of Contracting and Procurement
Support District Agencies:	DC Public Schools Department of Employment Services Department of Health Department of Human Resources Department of Human Services Department of Parks and Recreation Department of Public Works District Department of Transportation Fire and Emergency Medical Services Department Homeland Security and Emergency Management Agency Metropolitan Police Department Office of the Attorney General Office of the Chief Financial Officer Office of the Chief Technology Officer Office of Property Management
Other Support Agencies and Organizations:	Consortium of Universities of the Washington Metropolitan Area University of the District of Columbia
Primary Federal Agency:	U.S. General Services Administration

I. Introduction

A. Purpose

Emergency Support Function (ESF) #7—Resource Support provides logistical/resource support following an emergency and establishes lines of communication between the primary and supporting ESF #7 agencies and other ESFs.

B. Scope

ESF #7 provides equipment, materials, supplies, and personnel to District of Columbia (the District) entities for emergency operations. It sets the stage for the District to continue operations even in the event of an emergency, while being self-sufficient from the local stocks, private sector, and other District

jurisdictions for up to 72 hours. The Chief Procurement Officer (CPO) is the primary executive manager for ESF #7. The powers and authorities of the CPO are delegated, as needed, to other officials within ESF #7. Resource requirements include emergency relief supplies, space, office equipment, office supplies, telecommunications, contracting services, transportation services, and personnel.

Provision of care, food, and water to support victims is within the existing authorities of the Office of Contracting and Procurement (OCP). Provision of care, food, and water for staff in circumstances active in District Response Plan (DRP) operations requires additional authorization.

The policies and responsibilities detailed in ESF #7 are supported by a number of subordinate plans of OCP that detail response timing and procedures. These subordinate plans include:

- Internal Operations Plans of OCP; and
- Standard Operating Procedures of OCP.

II. Policies

- A. In accordance with assigned responsibilities and upon activation of the DRP, ESF #7 agencies will provide assistance to the affected areas.
- B. Support agencies will furnish resources to support ESF #7 requirements, including agency-specific lists of emergency supplies and procurement personnel necessary to establish operations effectively at the national and regional levels. Support of ESF #7 will continue as needed throughout the response effort.
- C. Equipment and supplies will be provided from current District stocks and warehouses, or, if necessary, from the private sector and surrounding jurisdictions.
- D. OCP and the Homeland Security and Emergency Management Agency (HSEMA) support of other ESFs will be through ESF #7 as part of Consequence Management Team (CMT) responsibilities.
- E. When possible, all procurement will be supported by a written justification. However, the urgency associated with a resource need may necessitate verbal tasking directly from the Command Staff. In such situations, ESF #7 will document who is requesting the procurement and the reason for the request.
- F. OCP will maintain a written inventory of resources obtained from the various ESF Primary and Support Agencies that are most likely to be needed in an emergency. This list will be maintained as a separate document from the DRP in order to keep it current.

III. Situation

A. Disaster Condition

An emergency could cripple the response capabilities of the District's key agencies as well as those agencies of the surrounding metropolitan area. The District government, with the assistance of the federal government as needed, will have the capacity to meet the most foreseeable requirements. Critical resource shortages may include power, fuel in winter, and potable water in times of drought, or water supply interruption or as a secondary effect of flooding. There will be shortages in the local area of a wide variety of supplies necessary for emergency population survival, such as cots, sheets, blankets, pillows, pillowcases, tents for temporary shelter, and plastic and paper items for mass feeding. This support is generally provided to ESF #6—Mass Care, Emergency Assistance, Housing and Human Services.

B. Planning Assumptions

1. In some emergencies, shortages of critical resources can be predicted by government officials, which allows for measures to be taken in order to lessen the impact. However, shortages also will occur completely without warning.
2. Local businesses and organizations are willing, whenever possible, to assist the community and the District government during a period of resource shortage, particularly following a large-scale disaster. The District's mutual aid agreements with Maryland and Virginia and neighboring counties also should be accessed when available.
3. OCP maintains lists of all categories of critical resources, personnel, supplies (mass care, in particular), and equipment that may be needed in the District. Additionally, the lists will include the names, addresses, and telephone numbers of government and private agencies that have and may provide the resources.

Agency and departmental critical resources lists are fundamental to the effective response of the District government to emergency activations. Procurement transactions, pricing, and vendor relationships need to be established prior to events requiring activation of the HSEMA Emergency Operations Center (EOC). Protracted procurement processes may result from insufficient or nonexistent critical resource lists.

4. In any emergency, donations will be received and managed by ESF #16—Volunteer and Donations Management. Media coverage, managed by ESF #15—External Affairs, should continue to provide public awareness about the need for donations.

5. Federal government assistance will be requested to supply unmet needs of response agencies.

IV. Concept of Operations

A. General

1. When it becomes apparent that additional resources (materials and services) will be needed, HSEMA will take the lead role in ensuring coordination of District government agencies in implementing contingency plans and recommending courses of action through the CMT to the Mayor.
2. OCP has the authority and the emergency procurement mechanisms (credit cards) activated by an officially executed Mayoral declaration of a state of emergency. OCP staff, working out of the HSEMA EOC, expect to use existing inventories and stores as defined by departmental materials lists. In the event emergency procurement transactions are required by the circumstances, both competitive and noncompetitive procurements actions are authorized and sought.
3. The Chief Financial Officer (CFO) will finance emergency procurements charged to the OCP credit cards. The CFO will determine the budget unit to be charged for each transaction. Procurement transactions occurring within departments and agencies are the financial responsibility of the executing department.
4. When possible, separate emergency procurement accounts will be established within the Procurement Automated Support System (PASS) to help account for emergency expenditures. In this way, emergency procurement orders are entered into PASS and paid for via purchase cards held by OCP. This permits orders to be tracked from requisition through receipt and payment.
5. Blanket purchase agreements may be utilized to obtain office supplies, equipment, and response gear (e.g., gloves, masks, disinfectant). Requests for response-related resources from any District agency should be processed through ESF #7 by a designated resource manager, who will:
 - Direct/supervise the activities of personnel involved in managing resources;
 - Coordinate with the EOC manager and key organizations' representatives in the EOC regarding needs/priorities;
 - Monitor potential resource shortages and advise key staff on the need for action; and
 - Identify facilities/sites that may be used to store needed resources and donations.

6. Emergency victims will take precedence in the allocation of resources. The HSEMA Director in consultation with CMT will set the specific priorities. Response agencies will sustain themselves during an emergency for the first 24 hours and up to three days.
7. The primary source of personnel, equipment, materials, and supplies will be from existing District and federal agencies, as necessary. Support that cannot be provided from District agencies may be secured from federal sources or donations.
8. Under the provision of DC Law 3-149, the Mayor has the authority to restrict the sale of commodities, goods, and resources during periods of shortage, as well as alter businesses' hours of operations.
9. Each agency of the District government will be required to prepare an impact statement showing the adverse effects, if any, that the shortage or emergency condition would have on the overall operation of the agency and the disruption of services to the public.
10. Purchase prices and contract costs, where possible, should be established prior to an event in order to prevent price gouging and the use of "no-bid" contracts. Prepositional contracts are a method to ensure the availability and cost of emergency resources and should be established as part of the ESF planning process. Additionally, during an emergency, District agencies will communicate with neighboring jurisdictions to reduce competition for the same resource.

B. Organization

1. HSEMA serves as the central clearinghouse for coordinating District government resources supporting emergencies. HSEMA, the CMT, and other critical agency liaisons will work together to allocate critical resources on a priority basis. The CMT will address the efforts and activities necessary to evaluate, locate, procure, and provide essential material resources for mission critical agencies.
2. OCP will work directly with HSEMA to quickly identify sources and purchase the required goods as deemed necessary by the CMT Director. The OCP CPO has an established delegation of powers and authority to the Assistant Director for Human Services, the Assistant Director for the Integrated Product Team and to the Attorney General. The CPO and the four positions identified above have the legal authority to bind the District in procurement actions. They may act independently in the absence of the CPO.

C. Notification

The designated resource manager within OCP will be among those initially notified of an emergency. When warning is available, suppliers with whom agreements exist should be notified of the intent to activate the agreements.

D. Response Actions**1. Initial Actions**

- a. The resource manager should determine whether to activate additional facilities or personnel, such as a Donations Coordination Team and associated telephone banks, donation receiving areas, and warehouses.
- b. Donations Management planning will coordinate its resource management activities in conjunction with ESF #16—Volunteer and Donations Management, with voluntary organizations and federal agencies and organizations such as the American Red Cross and the Federal Emergency Management Agency (FEMA).
- c. OCP will conduct ongoing needs assessments, including gathering information from agencies on what is needed, how much is needed, who needs it, where it is needed, and when it is needed.

2. Continuing Actions

- a. The District will continue to conduct needs assessments and prioritize identified needs.
- b. Resource requests will be logged and prioritized. The resource manager will be updated regularly about needs and status of requests.
- c. Documented purchase prices and contract costs will be compared to pre-event pricing for resources and similar contracts.

V. Responsibilities**A. Primary District Agency**

Office of Contracting and Procurement (OCP)—OCP will coordinate with the appropriate agencies to ensure that procurement processes are expedited. OCP will work directly with HSEMA to quickly identify sources and purchase the required goods as deemed necessary by the CMT Director.

Resource support will be conducted from the EOC. However, resource support should be prepared to continue operations from alternate sites in the National Capital Region should the primary site be compromised. Alternate sites for resource support activities will be identified and may be activated at the direction of the CPO or those with delegated authority.

B. Support District Agencies

- 1. DC Public Schools (DCPS)**—DCPS will provide school facilities to be utilized as shelters for emergency sheltering operations and storage and distribution of procured items to District agencies. DCPS will provide a liaison to the EOC.
- 2. Department of Employment Services (DOES)**—DOES, in cooperation with HSEMA, will manage issues related to the recruitment of manpower during an emergency and will serve as the central clearinghouse for mobilization and referral of paid and unpaid workers. DOES, in coordination with all other critical agency liaisons will work together to allocate critical manpower resources on a priority basis. DOES will ensure the continuation of unemployment benefits payments and employer tax collections, disability and workers compensation payments, summer youth employment programs, Job Training Partnership Act (JTPA) programs, and Job Services activities.
- 3. Department of Health (DOH)**—DOH will identify, obtain, and allocate needed medical resources; recommend policy direction; and direct resources according to needs and potential impact on District-wide services.
- 4. Department of Human Resources (DHR)**—DHR will coordinate with agencies to identify and deploy personnel resources before, during, and after an emergency.
- 5. Department of Human Services (DHS)**—DHS will manage procurements with its service providers and ensure that payments are made to providers. DHS and the CFO will assist in providing HSEMA with resources and supplies for District-wide emergencies in concurrence with availability. DHS will fully mobilize resources to restore the operational functions of its facilities throughout the District. DHS will activate its DHS EOC to ensure continuity of DHS services.
- 6. Department of Parks and Recreation (DPR)**—DPR has a volunteer organization of approximately 1,000 individuals with a variety of skills and abilities. DPR, at the direction of the HSEMA Director, will mobilize its staff to assist in District-wide responses.

7. **Department of Public Works (DPW)**—DPW will supply fuel, as needed, via fueling operations or mobile fuel trucks. DPW will also provide personnel and equipment to assist the District in any emergency response operations.
8. **District Department of Transportation (DDOT)**—DDOT will provide the needed information to OCP in order to receive the needed resources for reestablishing damaged infrastructure. DDOT also will coordinate with OCP in acquiring additional transportation resources whether it is for construction or for the movement of the population.
9. **Fire and Emergency Medical Services Department (FEMS)**—FEMS will coordinate with HSEMA in managing critical resources under their control, including notification when resources are about to be or have been depleted.
10. **Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will compile reports and data on the availability or shortage of critical resources in the District that may have to be controlled by Executive Order for the duration of an emergency. HSEMA receives and compiles status reports from key District agencies on the availability or shortage of needed supplies and resources to alleviate the problem. HSEMA, the CMT, and other critical agency liaisons will work together to allocate critical resources on a priority basis. HSEMA will address the efforts and activities necessary to evaluate, locate, procure, and provide essential material resources for mission critical agencies.
11. **Metropolitan Police Department (MPD)**—MPD will maintain security of emergency area(s), including ingress and egress in coordination with HSEMA. MPD will notify HSEMA of any critical resource shortfalls. During an emergency, MPD will maintain security of facilities used to store large inventories of emergency physical resources. MPD also will provide escort and security services for large shipments of emergency physical resources to the disaster site.
12. **Office of the Attorney General (OAG)**—OAG will provide legal advice and take legal action for the supporting agencies, unless lawyers in the supporting agencies normally perform these functions for their agencies. OAG will provide legal advice and take legal action for the District government.
13. **Office of the Chief Financial Officer (OCFO)**—OCFO will be the lead agency to ensure that disbursement of District funds continues in an orderly manner, including employee pay, vendor payments and direct transfers. The CFO will coordinate with OCP to ensure that unforeseen and emergency procurements of critical goods are dispersed as quickly as possible.

14. **Office of the Chief Technology Officer (OCTO)**—OCTO will establish and maintain an office for the purpose of monitoring and reporting information system failures (i.e., DCnet, District intranet, etc.) throughout District agencies. The public information function will create, prepare, and disseminate information related to the emergency.
15. **Office of Property Management (OPM)**—OPM will be mobilized during an emergency to monitor and provide continued services to District agencies. OPM will have available the necessary and technical personnel to provide continuous services to critical agencies. OPM's Facilities Operations Maintenance Administration (FOMA) can provide equipment, materials, and trade persons on a reimbursable basis.

C. Other Support Agencies and Organizations

1. **Consortium of Universities of the Washington Metropolitan Area**—The Consortium of Universities will serve as an information agent for student volunteers and facility shelters and will broker information concerning resources and requirements among the consortium members.
2. **University of the District of Columbia (UDC)**—UDC will serve as an information agent for student volunteers and facility shelters. UDC can serve as a Field Operation Unit, and offers the use of its large gymnasium and large sports field.

D. Primary Federal Agency

U.S. General Services Administration (GSA)—GSA through a mission assignment/request for federal assistance from FEMA (or other federal agency) can provide technical and other support to the District government through OCP, the District counterpart ESF.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the U.S. Department of Homeland Security (USDHS) National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

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Emergency Support Function #8 Public Health and Medical Services

Primary District Agency:	Department of Health
Support District Agencies:	Child and Family Services Agency Department of Human Services Department of Mental Health Department of Parks and Recreation Department of Public Works District Department of the Environment District Department of Transportation Fire and Emergency Medical Services Department Homeland Security and Emergency Management Agency Metropolitan Police Department Office of the Chief Medical Examiner Office of the Chief Technology Officer Office of Contracting and Procurement Office of Unified Communications Serve DC
Other Support Agencies and Organizations:	American Red Cross of the National Capital Area DC Health Care Alliance DC Hospital Association DC Nurses Association DC Primary Care Association DC Water and Sewer Authority Medical Chirurgical Society of DC Medical Society of DC National Medical Association Nursing Home Association
Primary Federal Agency:	U.S. Department of Health and Human Services

I. Introduction

A. Purpose

Emergency Support Function (ESF) #8—Public Health and Medical Services provides mechanisms for coordinating District assistance and resources to identify and respond to public health and medical care needs during an emergency. Assistance provided under ESF #8 is directed and coordinated by the Department

of Health (DOH) and is supported by several federal and District agencies and private health service providers.

B. Scope

ESF #8 provides a coordinated and effective District government approach to providing health and medical assistance in the immediate aftermath of an emergency that impedes routine health and medical services provided within the District. The support is categorized in the following functional areas:

1. Health surveillance, including infectious disease surveillance and epidemiological investigation;
2. Communicable disease control including isolation and quarantine;
3. Assessment of health/medical needs, including in-patient and out-patient capacity;
4. Decontamination of victims and health and medical personnel;
5. Public health and medical information/risk communication on public health issues;
6. Reception of the Strategic National Stockpile;
7. Distribution of medications for prophylaxis and treatment;
8. Distribution of medications, medical supplies and equipment;
9. Medical care personnel;
10. Health/medical/veterinary equipment, supplies, and pharmaceuticals;
11. Emergency Medical Service (EMS) provision and coordination;
12. All-hazard public health and medical consultation, coordination, control, technical assistance and support;
13. Patient distribution and evacuation;
14. Patient tracking;
15. In-hospital care;
16. Mass fatality management and victim identification;
17. Food/drug/biological/medical device safety and security;
18. Worker health/safety;
19. Radiological/chemical/biological hazards consultation and technical assistance;
20. Behavioral health care for victims, worried well, response personnel, health and medical personnel and the general public;
21. Potable water/wastewater and solid waste disposal testing;
22. Vector control;
23. Veterinary medical support services, sheltering, and animal control;
24. Coordination of and assistance with security services at health and medical facilities;
25. Coordination of blood and blood product distribution;
26. Public health laboratory capabilities; and
27. Medical intelligence.

II. Policies

- A. The Health Emergency Coordination Center (HECC) at DOH and the Emergency Operations Center (EOC) at the Homeland Security and Emergency Management Agency (HSEMA) will be used to closely coordinate ESF #8 roles and responsibilities of: DOH; the Department of Mental Health (DMH); Fire and Emergency Medical Services Department (FEMS); District Department of the Environment (DDOE); and other supporting agencies.
- B. ESF #8 will be implemented when an emergency has occurred and the Mayor has determined that a response is warranted.
- C. Each support agency will contribute to the overall response in accordance with assignment of responsibilities in ESF #8, and further tasking by the primary ESF #8 agency. The support agency will retain control over its own resources and personnel.
- D. ESF #8 is the primary source of public health and medical response/information for all District officials involved in response operations.
- E. All local and regional organizations (including other ESFs participating in response operations) will report public health and medical requirements to the ESF #8 lead agency through the HSEMA Emergency Operations Center (EOC) who will then inform the Consequence Management Team (CMT).
- F. To ensure patient confidentiality, ESF #8 will not release medical information on individual patients to the general public.
- G. Appropriate information on casualties/patients will be provided, as needed, to the Department of Human Services (DHS), other ESF #8 support agencies, and other medical facilities.
- H. Requests for recurring reports of specific types of public health and medical information will be submitted to ESF #8. ESF #8 will develop and implement procedures for providing these recurring Situation Reports (SITREPS) to the CMT and others through ESF #5—Emergency Management.
- I. The primary Joint Information Center (JIC) located at the EOC is established to support the District Response Plan (DRP) and will be authorized to release general medical and public health response information to the public.
- J. DOH will be the lead agency in ensuring enhanced surge capacity as needed. The triage and treatment of large numbers of casualties/patients will utilize ESF #8 resources and regional mutual aid agreements. Surge capacity also will be coordinated through area hospitals, Fire/EMS services, and community health centers.

- K. ESF #8 will coordinate food and water safety.
- L. DOH will coordinate sheltering evacuation, care for pets, and disease management of wildlife.
- M. DOH will provide medical support to shelters (i.e., medical special needs).
- N. DOH will provide medical intelligence and information to contribute to the development of a health threat picture for the District.
- O. The policies and responsibilities detailed in ESF #8 are supported by a number of subordinate plans that detail response timing and procedures. These subordinate plans include:
 - a. Internal Operations Plans of DOH; and
 - b. Standard Operating Procedures of DOH.

III. Situation

A. Disaster Condition

1. A significant emergency may impede or prohibit the delivery of routine health and medical services. Hospitals, nursing homes, ambulatory care centers, pharmacies, and other facilities for medical/health care and special needs populations may be severely damaged or destroyed. Facilities that survive with little or no structural damage may be rendered unusable or only partially usable because of a lack of utilities (power, water, sewer) or because staff are unable to report for duty as a result of personal injuries and/or damage/disruption of communications and transportation systems. Medical and health care facilities that remain in operation and have the necessary utilities and staff will probably become overwhelmed. In the event of a sudden increase in the need for health and medical services, medical supplies and equipment may quickly run out, including pharmaceuticals, blood products, medicines, equipment, and other related consumable supplies.
2. Critical and long-term patients in damaged or inoperable hospitals or health care facilities may need immediate relocation. Persons who require routine medical assistance for diabetes, cardiac conditions and dialysis, may have difficulty in obtaining these medications and treatments because of damage/destruction of normal supply locations, general shortages, or lack of access due to damaged transportation infrastructure.
3. If the event's negative impacts last for several days or weeks, there could be health and medical complications and issues involving relocation, shelters, and multiple public health concerns.

4. A major medical and environmental emergency resulting from chemical, biological, or nuclear Weapons of Mass Destruction (WMD) could produce a large concentration of specialized medical casualties and environmental conditions overwhelming District health care facilities. (See Bioterrorism Annex.)

B. Planning Assumptions

1. Emergency Medical resources routinely available may be inadequate to clear casualties from the scene or treat them in nearby/immediate health care facilities. Mobilization of city resources, and possibly those of neighboring communities according to memoranda of agreements, may be urgently needed for casualty triage, treatment and transportation to the closest appropriate hospital or other health care facility.
2. Medical resupply may be needed throughout the emergency area. ESF #8 will have the responsibility of identifying, ordering, receiving, and distributing such supplies.
3. In a mass casualty event, ESF #8 agencies may be required to set up and staff Mass Casualty Collection Points where patients can be stabilized while they await transportation to appropriate medical care facilities.
4. In a major public health emergency, operational necessity may require the transportation of patients to other medical health facilities by alternative means.
5. A WMD event, industrial accident, or other hazardous material event may lead to an environmental health situation, such as toxic water/air/land environments. Both public and response personnel health are threatened through exposure to hazardous chemicals, biological agents, radiological substances, and contaminated food, and water supplies.
6. Infrastructure damage and destruction during an emergency event may result in mass casualties. Coordinated outside resources may be required for body/remains location and recovery, extrication, examination, identification, storage, and release. Law enforcement for evidentiary purposes also is required.
7. The damage and destruction from a major emergency may result in the injury and death of pets and other animals in and around the disaster zone. Veterinary services and animal control capabilities may be limited, and zoonotic disease and vector control issues may become a problem. These issues associated with animal fatalities may impact public health in and around the emergency location.

8. The mental health aspects of an emergency may limit the accessibility of the District's behavioral health system. The system may become overwhelmed and require urgent mental health services for victims, their families, and first responders.
9. Assistance in maintaining the continuity of health and medical services may be required for citizens with long-term and ongoing health care needs as well as for critical or acute care patients.
10. Disruption of sanitation services and facilities, loss of power, and massing of people in shelters may increase the potential for disease transmission and injury. Disruptions to public transportation and in lodging facilities may dislocate tourists and visitors, who may be unfamiliar with the District. They may require assistance in identifying and locating health and medical support services. Tourists and visitors may have difficulty in accessing needed medications. Unavailable medical and treatment records of tourists and visitors may limit the effectiveness of treatment.
11. Primary medical treatment facilities may be damaged or inoperable; thus, assessment and emergency restoration to necessary operational levels or the establishment of alternate medical care facilities is a basic requirement to stabilize the medical support system.
12. The presence of multiple federal agencies and facilities and foreign embassies and missions in the District presents special planning, training, coordination, and response requirements and agreements.

IV. Concept of Operations

A. General

1. ESF #8 will coordinate with support agencies to monitor events and track health and medical needs and requirements during its activation. Based on this ongoing assessment, DOH will direct resources and coordinate the delivery of services. DOH will collect information from and coordinate with government agencies. DOH also will collect information from and coordinate among and between government agencies, private sector health and medical service providers.
2. For as long as ESF #8 is activated, it will continue to provide input to ESF #5—Emergency Management on general medical and public health response activities. Should the HSEMA EOC be activated, ESF #8 will dispatch an Emergency Liaison Officer (ELO) to HSEMA and maintain at least one ELO on duty for each shift until the response is terminated.

3. DOH will notify ESF #8 partners of any District-wide emergency via the Health Alert Network. Critical staff and key decision-makers also will be contacted directly to ensure their input. DOH response will be initiated at the Health Emergency Coordination Center (HECC) and will provide comprehensive feedback while remaining in close contact with the DOH ELO in the EOC.

B. Organization

1. **ESF #8 Operations Centers**—As a primary agency, DOH will operate from its HECC and link with the operations centers of the other support agencies.
2. **HSEMA EOC**—DOH and other ESF #8 support agencies will provide representation at the EOC as part of the CMT as required and they will remain until deactivated or released by the CMT Director or designee.
3. **Interagency Liaisons**—DOH will coordinate with HSEMA to ensure that appropriate representatives are immediately available to participate in interagency coordination groups that may have been established based on the type and scope of the emergency.

C. Notification

1. Upon notification by HSEMA that an emergency has occurred, DOH will alert appropriate personnel and activate and staff the DOH HECC to facilitate communications with DOH providers and to assist HSEMA with the coordination of DOH activities with the overall District response. DOH ELOs will be posted at the EOC, and DOH liaisons and operations personnel will be posted at other command and control sites as requested (e.g., HSEMA Mobile Command Centers; DOH Mobile Command Center; and FEMS Mobile Command Center).
2. In conjunction with HSEMA and with other appropriate primary agencies and support agencies, DOH will make a rapid initial assessment of the situation and, as appropriate, notify and activate one or more ESF #8 support agencies. Additionally, the DOH liaison at the EOC will begin initial discussions and coordination with the primary agencies of other ESFs to ensure that effective health and medical services will continue to be provided to those impacted by the event.
3. It should be noted that notification of a covert bioterrorism incident might flow from DOH to HSEMA when such an event is detected by health surveillance systems.

D. Response Actions

1. Initial Actions

- a. When activated under this plan, DOH will implement its Emergency Operations Plans. If appropriate, DOH also will activate its Bioterrorism Annex.
- b. DOH will coordinate with support agencies to assist in providing health and medical services to citizens directly and indirectly impacted by the emergency as well as to response personnel and others involved in the incident. This will include providing direction and assistance to ESF #8 support agencies and the primary agencies of other ESFs that have public health components, including: ESF #1—Transportation; ESF #3—Public Works and Engineering; ESF #4—Firefighting; ESF #6—Mass Care, Emergency Assistance, Housing and Human Services; ESF #9—Search and Rescue; ESF #10—Oil and Hazardous Materials Response; ESF #11—Food; ESF #12—Energy; and ESF #15—External Affairs.
- c. As needed, DOH will request and coordinate the delivery of health and medical services with the U.S. Department of Health and Human Services (DHHS).
- d. In the event of a mass-fatality incident, an on-site, temporary facility will be established for initial recovery, case number assignment, and documentation of remains (as permitted by hazardous conditions). If necessary, decontamination will be conducted, prior to moving remains to other facilities. Remains will be removed from this staging site to a temporary mortuary facility for further examination and identification. If a mass-casualty event approaches or exceeds the District's capacity to handle fatalities, Federal Disaster Mortuary Operational Response Teams (DMORTs) also may be requested.
- e. The District's Strategic National Stockpile Plan and the Cities Readiness Initiative (CRI) will be implemented, if indicated.
- f. The District's Fatalities Management Plan will be implemented as required.

- g. DOH will coordinate with District health and medical service providers, including the DC Hospital Association, hospitals, and health care facilities, by ensuring that the DC Hospital Association's Hospital Mutual Aid Radio System (HMARS) is activated. DOH will:
1. Coordinate the protection of the public from communicable diseases;
 2. Coordinate the systems to monitor and report on the safety of food and water supplies to citizens not displaced but impacted, relief workers, and displaced citizens residing in temporary shelters;
 3. Coordinate systems to monitor health information and inspect and control sanitation measures;
 4. Coordinate the systems to monitor and respond to vector and epidemic control needs and provide immunizations;
 5. Assist, as needed, with the acquisition of medical supplies, resources, medications, and other needs;
 6. Assist, as needed, with laboratory testing and release of results and related activities;
 7. Assist in the coordination of the delivery of injured victims to hospitals and service providers to reduce overcrowding or overwhelming service providers;
 8. If necessary, activate the Medical Reserve Corps to supplement existing medical resources;
 9. Ensure that HMARS is activated and regularly monitored;
 10. Coordinate resources with area hospitals and EMS service providers to ensure appropriate and reliable service and access to service within and around the emergency zone; and
 11. Assist with the tracking and identification of injured victims and provide information, as appropriate, to the media, the public, and other community stakeholders through ESF #15—External Affairs.

2. Continuing Actions

- a. As the event begins to stabilize, DOH will continue to monitor health- and medical-related activities by performing situational assessments. DOH will continually acquire and assess information about the emergency situation. DOH will continue to attempt to identify the nature and extent of health and medical problems and establish appropriate monitoring and surveillance of the situation to obtain valid, ongoing information.
- b. Based on the specific needs of a particular incident, DOH may determine that specialized support teams (e.g., behavioral health team, vector management and control team, veterinary services support

team, etc.) may need to be formed to support health and medical service providers; deliver assistance to the community; coordinate activities; provide technical and consultation advice; assist in coordinating with federal service providers; and address intermediate and long-term health and medical needs up to the time that normal and routine operations are achieved.

- c. As fatality examinations are completed, identified remains will be made available for release to funeral homes. Remains not yet identified will be held and catalogued. Further testing by other means (radiographs, fingerprints, or DNA) may be necessary to confirm identification prior to release of remains, which may require services of other entities. DOH, in coordination with the Office of Chief Medical Examiner (OCME), will coordinate with ESF #13—Law Enforcement and ESF #6—Mass Care, Emergency Assistance, Housing and Human Services through the Family Assistance Center to receive data to make identifications and to provide notification to families. OCME will provide information to ESF #5—Emergency Management concerning the results of fatality examinations and to ESF #15—External Affairs for release of information to the public.

V. *Responsibilities*

A. **Primary District Agency**

Department of Health (DOH)—DOH acts as the lead agency for ensuring the provision of emergency health and medical services to District residents, workers, and visitors. DOH coordinates the health and medical response from appropriate District, regional, federal, and private agencies, working through HSEMA to assist with coordination of the District's overall emergency response.

1. Provide leadership in directing, coordinating, and integrating the overall efforts to provide medical and public health assistance.
2. Coordinate and direct the activation and deployment of resources of health/medical personnel, supplies, and equipment.
3. Coordinate the evacuation of patients from the disaster area when evacuation is deemed feasible and appropriate.
4. Arrange for the establishing of active and passive disease surveillance systems for the protection of public health.
5. Coordinate with the support agencies to direct and prioritize health and medical activities.
6. Coordinate with DHS, ESF #16—Volunteer and Donations Management and the Medical Reserve Corps to ensure that a sufficient number of trained medical and support personnel are stationed at each mass care site.
7. Coordinate with ESF #2—Communications to ensure that a working system of communications with the EOC has been established. This may include

- radio, telephone, cellular telephones, or alphanumeric pagers.
8. Coordinate with ESF #7—Resource Support for key supplies and equipment.
 9. Coordination with ESF #7— Resource Support and ESF #16—Volunteer and Donations Management for supply information pertaining to potential volunteer groups, contract vendors, and other entities that may be able to supplement local resources.
 10. In addition to those activities previously stated, ESF #8 will coordinate with ESF #16—Volunteer and Donations Management regarding the activities of volunteers actively engaged in providing assistance.
 11. Develop and maintain a roster of personnel that staff the ESF. Sufficient staffing will be available for 24-hours-per-day, 7-days-per-week.
 12. Record incoming requests for assistance, track who was assigned to respond and that action has been taken.
 13. Establish a protocol for prioritizing response activities.
 14. Coordinate activities with other ESFs.
 15. Coordinate food and water safety.
 16. Coordinate the sheltering, evacuation, and care of pets.
 17. Monitor the local wildlife population and perform disease management operations during the response.
 18. Perform laboratory testing and analysis during response operations.
 19. Provide medical intelligence to the fusion center and other ESFs, as needed.

B. Support District Agencies

1. **Child and Family Services Agency (CFSA)**—CFSA will ensure the safety of the children under its care and provide emergency intake services for children separated from their families as a result of the public health emergency.
2. **Department of Human Services (DHS)**—DHS will be the lead agency in providing mass care and sheltering. Through its Office of Facilities Management, DHS will operate its facilities management services, including supplying generators, water, and security personnel to mass-care centers and shelters. DHS also will maintain the family reunification centers, which coordinate with DOH's patient tracking efforts.
3. **Department of Mental Health (DMH)**—DMH will provide emergency mental health care for District residents, workers, and visitors. DMH will monitor and respond to behavioral health issues and coordinate with behavioral health service providers to ensure appropriate support to victims, responders, their families, and others impacted by the emergency.
4. **Department of Parks and Recreation (DPR)**—DPR will assist other support agencies in providing facilities and personnel as needed for mass

care, sheltering, alternative triage and treatment sites, and Points of Dispensing (POD).

5. **Department of Public Works (DPW)**— DPW, in coordination with DC Water and Sewer Authority (DCWASA), will ensure that the water and sewer sanitation within the emergency area are safe. DPW as need will support DDOT in the transportation of the Strategic National Pharmaceutical Stockpile.
6. **District Department of the Environment (DDOE)**—DDOE will coordinate with DOH to monitor environmental quality during an emergency. DDOE also will contact the National Response Center (NRC) to report the declared incident and, if the On-scene Coordinator (OSC) is deployed, DDOE will coordinate with the OSC in the monitoring and analysis of data.
7. **District Department of Transportation (DDOT) and Department of Public Works (DPW)**—DDOT with DPW will coordinate with DOH on the requirements for the transportation of the Strategic National Stockpile. DDOT will support the Metropolitan Police Department on perimeter control during a public health emergency and provide traffic management plans around closed locations.
8. **Fire and Emergency Medical Services Department (FEMS)**—FEMS will coordinate response activities with DOH and will report to the CMT on the capacity and capability of hospital emergency rooms, space availability, and related matters. FEMS will provide pre-hospital care and transport during emergencies. FEMS will respond to emergency medical calls for residents, visitors, and organizations in the District.
9. **Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will initiate the emergency notification process, establish the citywide EOC, and provide overall inter-agency coordination.
10. **Metropolitan Police Department (MPD)**—MPD will assist with enhancing security at hospitals, mass casualty collection points, PODs, and other sites providing public health services during a public health emergency. Hospitals or other health care facilities will make security requests to DOH through ESF #8 who will then contact MPD for assistance.
11. **Office of the Chief Medical Examiner (OCME)**—After MPD notifies OCME that the incident scene is secured, OCME will respond to the scene and take charge of fatality management. OCME will coordinate all mass-fatality efforts including: investigating; establishing a temporary morgue(s); coordinating transportation of remains; performing postmortem examinations and identifications; securing evidence; certifying cause and

manner of death; and releasing remains. In coordination with DHS through ESF #8, OCME will coordinate with District area hospitals for examination and storage or release of remains and will deputize some hospital physicians to allow some in-house hospital examinations.

12. **Office of the Chief Technology Officer (OCTO)**—OCTO will provide telecommunications support to ESF #8, maintain the area networks, and provide GIS capabilities.
13. **Office of Contracting and Procurement (OCP)**—OCP will assist in obtaining emergency supplies, equipment, and services.
14. **Office of Unified Communications (OUC)**—OUC will facilitate communications and coordination among local, state, and federal authorities during regional and national emergencies.
15. **Serve DC**—Serve DC will support ESF #8 when volunteers are requested. This could include, but is not limited to, administrative and/or logistical support. Information on the types of donations that would be most beneficial to assist victims during the disaster will be provided to Serve DC.

C. Other Support Agencies and Organizations

1. **DC Water and Sewer Authority (DCWASA)**—DCWASA will coordinate activities with the appropriate divisions of the DDOE in order to ensure the maintenance of sewage and the safety and potability of the District's water supplies.
2. **Non-governmental Organizations (NGOs)**—NGOs, such as the American Red Cross, DC Health Care Alliance, DC Hospital Association, DC Nurses Association, DC Primary Care Association, Medical Chirurgical Society of DC, Medical Society of DC, National Medical Association, and Nursing Home Association will provide advice, assistance, and help in locating additional providers in their specialty areas.

D. Primary Federal Agency

U.S. Department of Health and Human Services (DHHS)—U.S. DHHS is the primary federal agency for ESF #8 and will provide direct, technical, and other support to the District through ESF #8.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the U.S. Department of Homeland Security (USDHS) National Response Coordination Center (NRCC). When the

Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

Emergency Support Function #9 Search and Rescue

Primary District Agency: Fire and Emergency Medical Services Department

Support District Agencies: Department of Consumer and Regulatory Affairs
Department of Health
Department of Human Services
Department of Mental Health
Department of Public Works
District Department of the Environment
Homeland Security and Emergency Management Agency
Metropolitan Police Department
Office of the Chief Medical Examiner
Office of Contracting and Procurement
Office of Unified Communications

Other Support Agencies and Organizations: George Washington University Medical Center
Howard University Hospital
Potomac Electric Power Company
Washington Gas Company
Washington Metropolitan Area Transit Authority

NCR Fire Departments: Signatories on the Metropolitan Washington Council of Governments Fire and Rescue Mutual Aid Operations Plan

Primary Federal Agency: U.S. Department of Homeland Security/Federal Emergency Management Agency

Support Federal Agencies: District of Columbia National Guard
U.S. Army Golden Eagles—Engineering Battalion
U.S. Marine Corps—Chemical, Biological Incident Response Force

I. Introduction

A. Purpose

Emergency Support Function (ESF) #9—Search and Rescue (SAR) rapidly deploys components of the District of Columbia Fire and Emergency Medical Services Department (FEMS) to provide specialized lifesaving assistance in the

event of an emergency involving structural collapse or other technical rescue. There are several types of search and rescue operations that are included under the term “SAR” and are supported under ESF #9; they include:

- Structural Collapse (Urban) Search and Rescue (US&R);
- Waterborne Search and Rescue;
- Inland/Wilderness Search and Rescue; and
- Aeronautical Search and Rescue.

SAR services include the performance of distress monitoring, communications, location of distressed personnel, coordination, and execution of rescue operations including extrication or evacuation along with the provisioning of medical assistance and civilian services through the use of public and private resources to assist persons and property in potential or actual distress.

B. Scope

Operational activities include conducting physical search and rescue in collapsed buildings; providing emergency medical care to trapped victims; assessment and control of gas, electricity, and hazardous materials; and evaluating and stabilizing damaged structures. Additional capabilities include trench-collapse rescue, confined-space rescue, high-angle rescue, and swift-water rescue.

The policies and responsibilities detailed in ESF #9 are supported by a number of subordinate plans that detail response timing and procedures. These subordinate plans include:

- Internal Operations Plans of FEMS; and
- Standard Operating Procedures of FEMS.

II. Policies

- A. As the primary agency for ESF #9, FEMS develops SAR policy, provides planning guidance and coordination assistance, standardizes unit procedures, evaluates operational readiness, and funds special equipment and training requirements.
- B. An Incident Command System (ICS) will be implemented to effectively manage and control resources at the scene of emergencies, in accordance with the National Incident Management System (NIMS).
- C. The Personnel Accountability System will be used as an incident site SAR accountability system to track and control the movement of FEMS personnel.
- D. Standard operating guidelines (SOGs) are predetermined standardized SAR practices that enable the firefighting units to operate in a coordinated and safe manner.

- E. FEMS utilizes the National Capital Region Mutual Aid Agreement (NCR-MAA) and the Metropolitan Washington Council of Governments (COG) Fire and Rescue Mutual Aid Operations Plan (MAOP) to support expanding incidents, coordinate response throughout the region, and share unique resources.

III. Situation

A. Disaster Condition

SAR emergencies can vary widely in scope, degree of devastation, threat to human life, and onset (i.e. notice versus no notice). For example:

1. In situations that entail structural collapse, large numbers of people may require rescue and medical care.
2. Because the mortality rate among trapped victims rises dramatically after 72 hours, SAR must be initiated without delay.
3. In the course of response, rescue personnel may encounter extensive damage to the infrastructure, such as buildings, roadways, public works, communications, and utilities. Such damage can create environmental safety and health hazards, such as down power lines, unsafe drinking water, and unrefrigerated food.
4. Weather conditions such as temperature extremes, snow, rain, and high winds may pose additional hazards for emergency victims and rescue personnel.
5. In some circumstances, rescue personnel may be at risk from terrorism, civil disorder, or crime.

B. Planning Assumptions

1. Many structural collapses may result from a natural disaster. They also may occur as the result of a significant manmade event.
2. At the time of an emergency, there may be structural collapses elsewhere in the District. These structural collapses will draw upon the same resources (engines or other tactical and support resources) that would be needed to support SAR and other emergency operations. It must be assumed that some SAR resources will become scarce, resulting in the disaster-related SAR operations competing for resources.
3. Telephone communications may be interrupted.

4. FEMS 800-MHz radio communication may be compromised, either totally or in part.
5. Access may be hampered by bridge failures, traffic, landslides, damaged road systems, air traffic restrictions, etc., making conventional travel to the incident location extremely difficult or impossible.
6. Depending on the scope of the incident, Mutual Aid Agreements (MAAs) may need to be enacted to allow FEMS to access additional SAR resources from surrounding jurisdictions.
7. Efficient and effective mutual aid among the various local, state, and federal SAR teams requires the use of ICS together with compatible SAR equipment and communications.
8. Local residents, workers, and/or converging volunteers may initiate SAR efforts but will usually lack specialized equipment and training. (See ESF #16—Volunteer and Donations Management.)
9. In situations where there are significant SAR shortfalls in the area, and a presidential declaration of disaster or emergency has been made, ESF #9 may request federal assistance from FEMA as well as federal ESF #9 resources through the Consequence Management Team (CMT).

IV. Concept of Operations

A. General

FEMS, as the primary agency for ESF #9, will activate the SAR system for any incident or anticipated incident that is determined likely to result in collapsed structures. The likelihood of activation depends on the nature and magnitude of the event, the suddenness of onset, and the existence of SAR resources in the affected area. The FEMS SAR team is able to remain self-sufficient for approximately 72 hours.

B. Organization

1. The SAR system is an integrated system of SAR units, support teams, and technical specialists.
2. The system is built around core units prepared to deploy immediately and initiate SAR operations on activation of ESF #9 of the District Response Plan (DRP). Primarily, FEMS personnel, who are experienced and trained in collapsed structure SAR operations, staff these units.

3. Incident Support Teams (ISTs) provide coordination and logistical support to SAR units during emergency operations. They also conduct needs assessments and provide technical advice. Teams are formed with personnel from SAR units, District government emergency response organizations, and private sector organizations.
4. A NCR Regional Incident Management Team (IMT) can be activated to support ICS functions.
5. Technical specialists provide expertise in various SAR disciplines. They are mobilized as needed from within the District and surrounding jurisdictions.

C. Notification

1. In most cases, these types of incidents are reported directly to 9-1-1 at the Office of Unified Communications (OUC).
2. During activation of fire-related emergency notification protocols, the Fire Chief or designee will notify senior command staff officials via established systems.
3. The Fire Chief or designee will request support locally through the NCR-MAA through the OUC and coordinated through HSEMA when necessary.
4. Resources requested from outside the NCR will go through HSEMA according to the Emergency Management Assistance Compact (EMAC).
5. Numerous sources may notify the Emergency Operations Center (EOC) of incidents with the potential for structural collapse. HSEMA will notify FEMS.

D. Response Actions

1. Initial Actions

- a. The ESF #9 Coordinator—a FEMS officer with the rank of fire captain or higher who has working knowledge of the SOPs, resources, and capabilities of FEMS—will:
 - Report to the HSEMA EOC within two hours of notification;
 - Establish communication links with primary and/or support agencies;
 - Establish communication links with the incident commanders;
 - Establish communications links with the FEMS senior command staff;
 - Obtain an initial situation and damage assessment through established intelligence procedures; and

- Contribute to situation reports.
- b. Immediately following initiation of operations, the ESF #9 Coordinator will establish and maintain a chronological log of SAR events and information obtained from the field.
- c. FEMS operations will:
 - During the initial stages of the emergency, serve as the single point of contact (POC) for responding task forces and IST members for situation information and response status of SAR resources.
 - Provide command and control of incidents and institute the incident management system including unified command as necessary.
 - Assign trained SAR personnel to the scene and activate the FEMS' Mobilization Plan, as necessary, to call back off-duty personnel.
 - Provide sufficient technical equipment for immediate delivery to the scene.
 - Perform search and rescue as necessary.
 - Perform triage and emergency medical treatment as necessary and assign emergency medical technicians and paramedics to the scene with appropriate equipment.
 - Perform emergency medical transportation, as necessary, and provide EMS transport units to the scene.

2. Continuing Actions

- a. Retain an adequate on-duty force of SAR-trained personnel.
- b. Maintain preloaded shoring and bracing equipment truck(s).
- c. Maintain readily available back-up supplies.
- d. Ensure critical medical supplies are replenished.
- e. Activate agreements for emergency resupply as needed.
- f. Procure and maintain sufficient reserve ambulances to enable additional units to be placed in service as required.
- g. Request additional resources as necessary.

V. *Responsibilities*

A. **Primary District Agency**

Fire and Emergency Medical Services Department (FEMS)—FEMS will coordinate the SAR operations and the use of rescue and extrication resources during emergencies. The FEMS SAR team is dispatched with fire and emergency medical units to incidents involving SAR efforts. Fire and emergency medical units will provide on-scene, pre-hospital emergency medical care.

FEMS establishes, maintains, and manages the SAR response system, including pre-emergency activities such as training, equipment purchase, and evaluation of operational readiness.

FEMS maintains a memorandum of understanding (MOU) with appropriate agencies to ensure a functional SAR team is maintained by having necessary specialists, not available with FEMS, trained and ready to respond as needed. FEMS also maintains mutual aid agreements to ensure additional immediate response if necessary from surrounding jurisdictions.

FEMS responds to and coordinates SAR operations for incidents of collapsed structures and provides rescue and extrication resources during acts of terrorism.

B. **Support District Agencies**

1. **Department of Consumer and Regulatory Affairs (DCRA)**—DCRA will provide information and building plans for unsafe or collapsed structures to the extent that such information is available and plans exist. DCRA also will provide structural engineers to inspect these structures and serve on the IST.
2. **Department of Health (DOH)**—DOH will provide technical assistance on the health and medical impact of hazardous materials and determine appropriate care for victims. DOH will provide information to the public about self-protection. DOH will help the District Department of the Environment assess environmental damage and assist in cleanup and recovery planning (e.g., toxic substance, air quality, water quality, and radiological sampling.)

DOH's Health Emergency Preparedness and Response Administration (HEPRA) will provide medical consultation to the incident commander, provide advice on health risks and recommendations, and support pre-hospital care. Other offices, such as the Preventive Health Service Administration and the Medical Assistance Administration, will be involved, as needed. DOH will provide assistance in the direction and control responsibilities at a hazardous materials accident scene to determine

the environmental damage and suggest course of action involving oil spills, hazardous chemicals, or radioactive material. DOH will establish Casualty Collection Points (CCP) in coordination with FEMS.

3. **Department of Human Services (DHS)**—DHS will provide for evacuees' needs, including food, bedding, supplies, and transportation, using contractual services of the American Red Cross of the National Capital Area.
4. **Department of Mental Health (DMH)**—DMH will coordinate mental health activities within the District through needs assessment and provision of critical incident stress management (CISM) for first responders and crisis counseling for victims/families and special vulnerable populations.
5. **Department of Public Works (DPW)**—DPW will provide on-site refueling and on-site sand and salt, as necessary, for slippery conditions. DPW will provide debris removal in accordance with their Debris Removal Plan. In concert with the Office of Contracting and Procurement (OCP), DPW will help coordinate heavy equipment, operators, and riggers to support SAR efforts as necessary. DPW, with OCP, will assist with additional resources for delivery of shoring lumber to the site, as necessary.
6. **District Department of the Environment (DDOE)**—DDOE will provide air quality support, ground water runoff testing, and other support to monitor the affected area for contaminants. DDOE also will contact the National Response Center (NRC) to report the declared incident; and, if the On Scene Coordinator (OSC) is deployed, DDOE will coordinate with the OSC monitoring and analysis of data.
7. **Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will activate the EOC and required ESFs under the CMT; gather, collate, analyze, and distribute necessary information and intelligence to support the incident; and perform assessment of the situation through Situation Reports (SITREPS), determining the immediate critical needs and the need for federal assistance. The mobile command van will be dispatched to the scene to gather information on the type of hazardous material involved and other data. HSEMA, in conjunction with the DC Local Emergency Planning Committee (DCLEPC), shall maintain copies of Tier I and/or Tier II hazardous materials reports for reference by the CMT.
8. **Metropolitan Police Department (MPD)**—MPD will provide site perimeter security, traffic control, staging area security, and assistance with emergency evacuations during and after an incident to protect the health and safety of persons and the integrity of the incident scene. MPD also will perform criminal investigations as necessary, and provide canine assistance as available for SAR activities.

9. **Office of the Chief Medical Examiner (OCME)**—OCME will respond to the scene and provide coordination of mass fatality efforts, including investigating, establishing temporary morgue(s), coordinating transportation of remains, performing postmortem examinations and identifications, securing evidence, certifying cause and manner of death, and releasing remains, in coordination with DOH through ESF # 8—Public Health and Medical Services.
10. **Office of Contracting and Procurement (OCP)**—OCP will provide procurement specialist to assist ISTs in acquiring necessary contracts, services, and resources.
11. **Office of Unified Communications (OUC)**—OUC will facilitate communications and coordination among local, state, and federal authorities during regional and national emergencies.

C. Other Support Agencies and Organizations

1. **George Washington University Medical Center and Howard University Hospital**—These hospitals will provide “go teams” for specific medical care, such as response for entrapped trauma patients.
2. **Potomac Electric Power Company (PEPCO)**—PEPCO will provide emergency response teams to address electric power utility disconnects as necessary.
3. **Washington Gas Company (WGC)**—WGC will provide emergency response teams to address natural gas utility disconnects as necessary.
4. **Washington Metropolitan Area Transit Authority (WMATA)**—WMATA will respond with FEMS to any incident involving Metro property; provide backup resources when District agency resources, personnel, and equipment must be supplemented in response to an incident that impacts Metro property; and provide Metro buses, as needed, for evacuating the population.

D. NCR Fire Departments

Signatories on the Metropolitan Washington Council of Governments Fire and Rescue Mutual Aid Operations Plan (MAOP)—The intent of the Fire and Rescue MAOP is to ensure the fullest cooperation among fire prevention and suppression and emergency medical services agencies in the National Capital Region. In the event of a major disaster, all departments in this MAOP will call

upon each other for response and recovery support. The NCR fire departments included in this are:

1. City of Alexandria Fire Department;
2. Arlington County Fire Department;
3. The District of Columbia Fire and Emergency Medical Services Department;
4. City of Fairfax Fire Department;
5. Fairfax County Fire Department;
6. Frederick County Fire Department;
7. Loudoun County Fire Department;
8. City of Manassas Fire Department;
9. City of Manassas Park Fire Department;
10. Montgomery County Fire Department;
11. Prince George's County Fire Department;
12. Prince William County Fire Department;
13. Metropolitan Washington Airports Authority Fire Department; and
14. Naval District of Washington Fire Department.

E. Primary Federal Agency

U.S. Department of Homeland Security/Federal Emergency Management Agency (USDHS/FEMA)—USDHS/FEMA is the coordinating federal agency for ESF #9 under the National Response Framework (NRF) and will provide direct, technical, and other support to the District through the District counterpart ESF, in this case FEMS, if needed, including calling in SAR teams from across the country.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the USDHS National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

USDHS/FEMA SAR teams will deploy to the disaster site when requested to assist the incident commander in operations.

F. Support Federal Agencies

1. **District of Columbia National Guard (DCNG)**—As requested through HSEMA, DCNG provides SAR capability as well as temporary emergency shelters. DCNG also can provide traffic control, emergency transportation, evacuation of civilian population, communications assistance, area security, protection from theft and looting, medical services, aircraft for monitoring, surface radiation monitoring, radiation hazard plotting, wind and weather data, and control of reentry, as needed, during SAR.
2. **U.S. Army Golden Eagles–Engineering Battalion**—located at Ft. Belvoir may also serve as a response support during a large scale event.
3. **U.S. Marine Corps**—During a HAZMAT event, the U.S. Marine Corps may provide support to the District through their Chemical, Biological Incident Response Force (CBIRF).

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Emergency Support Function #10 Oil and Hazardous Materials Response

Primary District Agency:	Fire and Emergency Medical Services Department
Support District Agencies:	Department of Consumer and Regulatory Affairs Department of Employment Services Department of Health Department of Human Services Department of Mental Health Department of Public Works District Department of the Environment District Department of Transportation Homeland Security and Emergency Management Agency Metropolitan Police Department Office of the Chief Medical Examiner Office of Unified Communications
Other Support Agencies and Organizations:	DC Hospital Association Washington Metropolitan Area Transit Authority
NCR Fire Departments:	Signatories on the Metropolitan Washington Council of Governments Fire and Rescue Mutual Aid Operations Plan
Primary Federal Agency:	U.S. Environmental Protection Agency
Support Federal Agencies:	District of Columbia National Guard Maryland National Guard Virginia National Guard U.S. Army Golden Eagles–Engineering Battalion U.S. Coast Guard U.S. Department of Energy U.S. Marine Corps–Chemical, Biological Incident Response Force

I. Introduction

Response to oil and hazardous materials incidents is generally carried out in accordance with the National Oil and Hazardous Substances Pollution Contingency Plan (NCP), 40 CFR Part 300. For purposes of this annex, “hazardous materials” is a

general term intended to mean hazardous substances, pollutants, and contaminants as defined in the NCP. Hazardous materials include chemical, biological, and radiological substances, whether accidentally or intentionally released.

A. Purpose

Emergency Support Function (ESF) #10—Oil and Hazardous Materials Response provides a coordinated response to actual or potential discharges and/or releases of oil, chemical, biological, radiological, or other hazardous substances in the District of Columbia.

B. Scope

Major activities include the control, containment, identification, assessment, mitigation, and monitoring of hazardous material released into the environment. This ESF addresses the delivery of emergency medical services to victims of hazardous material incidents as well as the decontamination of victims, pets, remains, and emergency responders by the District Fire and Emergency Medical Services Department (FEMS). ESF #10 also coordinates the removal and disposal of hazardous materials with appropriate agencies and/or contractors.

II. Policies

- A. As the primary agency for ESF #10, FEMS develops hazardous materials policy, provides planning guidance and coordination assistance, standardizes unit procedures, evaluates operational readiness, and funds special equipment and training requirements.
- B. The Incident Command System (ICS) will be implemented to effectively manage and control resources at the scene of emergencies involving hazardous materials, in accordance with the National Incident Management System (NIMS).
- C. The FEMS Personnel Accountability System will be used to track and control the movement of FEMS personnel at emergency incidents.
- D. The District executes responses to hazardous materials incidents according to the policies outlined in the following documents:
- DC Comprehensive Hazardous/Toxic Materials Emergency Response and Weapons of Mass Destruction (October 2001);
 - DC Fire and Emergency Medical Services Department ICS/Standard Operating Guidelines (SOG) for Hazardous Materials Incidents;
 - DC Fire and Emergency Medical Services Department Medical Protocols for Patient Care;
 - DC Fire and Emergency Medical Services Guidelines for Response to Weapons of Mass Destruction Incidents;

- DC Fire and Emergency Medical Services Standard Operating Guidelines for Response to Bombing Incidents; and
 - National Response Framework (NRF) ESF #10—Oil and Hazardous Materials Response Annex for applicable federal laws and related annexes.
- E. FEMS utilizes the National Capital Region Mutual Aid Agreement (NCR-MAA) and the Metropolitan Washington Council of Governments (COG) Fire and Rescue Mutual Aid Operations Plan (MAOP) to support expanding incidents, coordinate response throughout the region, and share unique resources.

III. Situation

A. Disaster Condition

Natural or human-caused disasters could result in numerous situations in which hazardous materials are released into the environment. Fixed facilities that produce, generate, use, store, or dispose of hazardous materials could be damaged so severely that existing spill-control apparatus and containment measures are not effective. Facilities that use large quantities of hazardous chemicals, such as wastewater treatment plants, significantly contribute to this risk. Areas at risk for hazardous materials transportation accidents lie along highways, rail lines, pipelines, rivers, and port areas. These risks are further compounded by other hazards such as floods and hurricanes. Terrorist incidents involving Weapons of Mass Destruction (WMDs), including chemical, biological, and radiological material, represent additional risks associated with hazardous materials. (See Terrorism Annex).

B. Planning Assumptions

1. An extensive transportation system serves the area in and around the District and is used by both commercial and private vehicles, making a technological emergency an increasing possibility. The Department of Public Works (DPW) has designated and posted hazardous cargo routes for trucks throughout the city. Maps have been created showing the railroad system and barge routes. Areas adjacent to these transportation systems are most at risk from the occurrence of an incident. Additionally, terrorist incidents that involve the intentional release of hazardous materials as well as the possible use of chemical, biological, radiological, and other WMDs, place other areas of the city under additional risks.
2. Immediately prior to a hazardous materials incident, all emergency support systems are fully operational.
3. Densely populated areas will be adversely affected by a hazardous materials incident.

4. Major hazardous materials incidents can produce extremely hazardous situations when they occur in or near commercial plants or public facilities.
5. Hazardous materials incidents may result from a natural disaster. They also may occur as the result of accidental or intentional releases and terrorist acts.
6. At the time of an emergency, hazardous material (HAZMAT) incidents may occur anywhere in the District. These incidents will draw upon the same resources (engines or other tactical and support resources) that would be needed to assist other emergency operations. It must be assumed that some resources will become scarce, resulting in disaster-related hazardous materials operations competing for resources.
7. Telephone communications may be interrupted.
8. The FEMS 800-MHz radio communication may be compromised, either totally or in part.
9. Access may be hampered by bridge failures, traffic congestion, damaged road systems, air traffic restrictions, and so forth, making conventional travel to incident locations extremely difficult or impossible.
10. Efficient and effective mutual aid among the various local, state, and federal HAZMAT teams requires the use of ICS together with compatible HAZMAT equipment and communication systems.
11. Several federal agencies are on a 24-hour standby to assist with cleanup of hazardous materials incidents. These include the U.S. Environmental Protection Agency (USEPA), the U.S. Department of Energy (USDOE), and the U.S. Coast Guard.

IV. Concept of Operations

A. General

ESF #10 will manage and coordinate hazardous materials incident control, containment, and mitigation activities, including rescue and fire suppression activities. This will be accomplished by mobilizing hazardous materials resources in support of hazardous material containment and rescue operations. ESF #10 will use established hazardous materials support organizations, processes, and procedures. Responsibility for situation assessment and determination of resource needs lies primarily with the FEMS Incident Commander.

B. Organization

The HAZMAT team is an integrated system of hazardous material units, support teams, and technical specialists.

1. The system is built around core units prepared to deploy immediately and initiate hazardous material control, containment, and rescue operations on activation of ESF #10 of the District Response Plan (DRP). FEMS personnel who are experienced and trained in hazardous materials operations primarily staff these units.
2. The FEMS Hazardous Material Task Force provides support and coordination to the Hazardous Material Unit during emergency operations.
3. Hazardous materials technicians and specialists provide expertise in hazardous materials disciplines.

C. Notification

1. During activation of fire-related emergency notification protocols, the Fire Chief or designee will notify all senior command staff officials via established systems.
2. The Fire Chief or designee will request support locally through the NCR-MAA through the Office of Unified Communications (OUC) and coordinated through the Homeland Security and Emergency Management Agency (HSEMA) when necessary.
3. Resources requested from outside the NCR will go through HSEMA according to the Emergency Management Assistance Compact (EMAC).

D. Response Actions**1. Initial Actions**

- a. The ESF #10 coordinator—a FEMS officer with the rank of fire captain or higher who has working knowledge of the SOGs, resources, and capabilities of the FEMS—will:
 - Report to the EOC as a member of the Consequence Management Team (CMT) within two hours of notification;
 - Provide an Emergency Liaison Officer (ELO) to the HSEMA EOC during activation;
 - Establish communication links with primary and/or support agencies;
 - Establish communication links with the Incident Commander;

- Establish communications links with the FEMS senior command staff;
 - Obtain an initial hazardous materials incident situation and damage assessment; and
 - Contribute to situation reports.
- b. FEMS operations will:
1. Provide command and control of the incident.
 - Institute the incident management system including unified command as necessary, in accordance with NIMS.
 - Notify the Metropolitan Police Department (MPD) Command Information Center (CIC), who will then notify all appropriate law enforcement agencies.
 2. Provide trained hazardous materials personnel to the scene.
 - Activate FEMS' Mobilization Plan as necessary to call back off-duty hazardous materials trained personnel.
 3. Provide sufficient technical equipment for immediate delivery to the scene.
 - Maintain hazardous materials frontline response unit for immediate response.
 4. Perform triage and emergency medical treatment as necessary.
 - Provide emergency medical technicians and paramedics to the scene with appropriate equipment.
 5. Perform patient decontamination as necessary.
 - Provide ready-deployable decontamination equipment including tents and heaters, showers and water heaters, and other necessary supplies.
 - Provide mass decontamination using fire apparatus and other means, if necessary.
 - Decontaminate emergency responders when indicated.
 6. Perform emergency medical triage, treatment, and transportation, as necessary.
 - Provide EMS transport units to the scene.
 - Maintain sufficient in-service ambulances.

2. Continuing Actions

- a. Activate additional mutual aid agreements with appropriate jurisdictions to ensure that adequate back-up support for hazardous materials units is available as needed.
- b. Maintain an adequate on-duty force of hazardous materials technicians as first responders throughout the duration of the incident.
- c. Procure and maintain a cache of necessary supplies to perform extended operations, on an emergency basis as necessary throughout the duration of the incident.
- d. Procure and maintain an adequate stock of medical supplies, including antidote kits, on an emergency basis as necessary throughout the duration of the incident.
- e. Activate agreements for emergency resupply as needed.
- f. Procure and maintain sufficient reserve ambulances and other reserve apparatus to enable additional units to be placed in service as required.
- g. Activate and maintain mutual aid agreements requesting immediate mutual aid ambulance units, as needed.
- h. Request additional resources, as needed.

V. Responsibilities

A. Primary District Agency

Fire and Emergency Medical Services Department (FEMS)—FEMS will maintain the protection of life and property from fire hazards in emergency situations with emphasis on incidents involving the release of hazardous materials and the use of WMD. FEMS will provide emergency medical care to victims affected by chemical, biological, and radiological contaminants and will provide patient decontamination prior to transport to a hospital emergency department. Specific responsibilities will be to:

- Establish a Command Post and institute incident command or unified command, as necessary;
- Isolate the area with the assistance of law enforcement agencies;
- Deny entry to the hazardous areas with the assistance of law enforcement agencies;
- Identify the hazardous materials involved;
- Assess the situation;
- Establish Isolation Zones (hot, warm, cold);

- Perform rescues in contaminated areas;
- Conduct operations in contaminated areas;
- Provide the delivery of emergency medical services including triage treatment and transportation to victims of hazardous materials incidents;
- Control/contain the incident;
- Decontaminate victims and emergency responders when indicated;
- Monitor downwind/downhill/downstream hazards;
- Evacuate/shelter in place, as needed, with the assistance of law enforcement agencies, when needed;
- Request additional resources, as needed;
- If indicated, preserve the crime scene and notify law enforcement officials of a potential criminal/terrorist event;
- Coordinate decontamination, containment, public notification, etc. with the Department of Health (DOH) and HSEMA.

B. Support District Agencies

Support agencies will assist at the scene of a hazardous materials incident in accordance with their mission and responsibilities assigned under the DRP.

Under the terms of the NCR-MAA, NCR jurisdictions may assist in responding to a hazardous materials emergency in the District when the FEMS resources are unavailable and/or require added assistance. A regional Incident Management Team (IMT) can be requested through the mutual aid compact.

1. **Department of Consumer and Regulatory Affairs (DCRA)**—DCRA has a regulatory role in hazardous materials. Additionally, DCRA will provide information on building plans and licenses.
2. **Department of Employment Services (DOES)**—DOES provides technical support (e.g., fit testing) through their Office of Occupational Safety and Health.
3. **Department of Health (DOH)**—DOH will provide technical assistance on the health and medical impact of hazardous materials and determine appropriate care for victims. DOH will provide information to the public about self-protection. DOH will help the District Department of the Environment assess environmental damage and assist in cleanup and recovery planning (e.g., toxic substance, air quality, water quality, and radiological sampling.)

DOH's Health Emergency Preparedness and Response Administration (HEPRA) will provide medical consultation to the Incident Commander, provide advice on health risks and recommendations, and support pre-hospital care. Other offices, such as the Preventive Health Service

Administration and the Medical Assistance Administration, will be involved, as needed. DOH will provide assistance in the direction and control responsibilities at a hazardous materials accident scene to determine the environmental damage and suggest course of action involving oil spills, hazardous chemicals, or radioactive material. DOH will establish Casualty Collection Points (CCP) in coordination with FEMS.

4. **Department of Human Services (DHS)**—DHS will assist in providing for evacuees' needs, including food, bedding, supplies, and transportation, using contractual services of the American Red Cross of the National Capital Area.
5. **Department of Mental Health (DMH)**—DMH will coordinate mental health activities within the District through needs assessment and provision of critical incident stress management (CISM) for first responders and crisis counseling for victims/families and special vulnerable populations.
6. **Department of Public Works (DPW)**—DPW will provide on-site refueling and on-site sand and salt, as necessary for slippery conditions. DPW will provide debris removal, in accordance with its Debris Removal Plan, and emergency vehicle removal. In concert with the Office of Contracting and Procurement (OCP), DPW will help coordinate the removal of hazardous materials in public space through the use of a contractor.
7. **District Department of the Environment (DDOE)**—DDOE will provide air quality support, ground water runoff testing, and other support to monitor the affected area for contaminants. DDOE also will contact the National Response Center (NRC) to report the declared incident; and, if the On-scene Coordinator (OSC) is deployed, DDOE will coordinate with the OSC monitoring and analysis of data.
8. **District Department of Transportation (DDOT)**—DDOT will assist FEMS with traffic management and incident coordination during hazardous material incidents that occur along the District transportation network.
9. **Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will activate the EOC and required ESFs under the CMT; gather, collate, analyze, and distribute necessary information and intelligence to support the incident; and perform assessments of the situation through SITREPS, determining the immediate critical needs and the need for federal assistance. The Mobile Command Center will be dispatched to the scene to gather information on the type of hazardous material involved and other data. HSEMA, in conjunction with the Local Emergency Planning Committee (LEPC), shall maintain copies of Tier I and/or Tier II hazardous materials reports for reference by the CMT.

10. **Metropolitan Police Department (MPD)**—MPD will provide perimeter security and staging area security to protect life and property from hazardous material accidents. If necessary, MPD will conduct door-to-door warnings in an area impacted by a hazardous material accident. MPD will assist with traffic control in pedestrian/vehicle areas, if necessary, and help notify the public of any emergency evacuation. MPD also will assist with explosive ordinance processing and disposal with the Military District of Washington, and will perform criminal investigations, as necessary.
11. **Office of the Chief Medical Examiner (OCME)**—After the incident scene has been cleared for entry by FEMS (HAZMAT), is secured, and notification made to OCME by MPD/FEMS, OCME will respond to the scene and take charge of fatality management. OCME will coordinate all mass fatality efforts, including: investigating; establishing temporary morgue(s); coordinating transportation of remains; performing postmortem examinations and identifications; securing evidence; certifying cause and manner of death; and releasing remains.
12. **Office of Unified Communications (OUC)**—OUC will facilitate communications and coordination among local, state, and federal authorities during regional and national emergencies.

C. Other Support Agencies and Organizations

1. **DC Hospital Association**—DC Hospital Association will work with FEMS to coordinate information from hospitals regarding external decontamination facilities for use at site and/or before entering hospitals. The DC Hospital Association also serves as a clearinghouse communications center to disseminate information to response personnel regarding hospital capacity and effective transportation of victims, and to avoid overcrowding.
2. **Washington Metropolitan Area Transit Authority (WMATA)**—WMATA will respond with FEMS to any incident involving Metro property; provide backup resources when District agency resources, personnel, and equipment must be supplemented in response to an incident that impacts Metro property; and provide Metro buses, as needed, for evacuating the population. Standard Operating Procedures (SOPs) are in place for implementing appropriate actions and providing logistical support for all incidents involving HAZMAT situations/releases.

D. NCR Fire Departments

Signatories on the Metropolitan Washington Council of Governments Fire and Rescue Mutual Aid Operations Plan (MAOP)—The intent of the Fire and Rescue MAOP is to ensure the fullest cooperation among fire prevention and suppression and emergency medical services agencies in the National Capital Region. In the event of a major disaster, all departments in this MAOP will call upon each other for response and recovery support. The NCR fire departments included in this are:

1. City of Alexandria Fire Department;
2. Arlington County Fire Department;
3. The District of Columbia Fire and Emergency Medical Services Department;
4. City of Fairfax Fire Department;
5. Fairfax County Fire Department;
6. Frederick County Fire Department;
7. Loudoun County Fire Department;
8. City of Manassas Fire Department;
9. City of Manassas Park Fire Department;
10. Montgomery County Fire Department;
11. Prince George’s County Fire Department;
12. Prince William County Fire Department;
13. Metropolitan Washington Airports Authority Fire Department; and
14. Naval District of Washington Fire Department.

E. Primary Federal Agency

U.S. Environmental Protection Agency (USEPA)—USEPA is the coordinating federal agency for ESF #10 and will provide direct, technical, and other support to the District through FEMS.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999,

federal agencies initially will operate out of the U.S. Department of Homeland Security (USDHS) National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

Also, EPA and/or the U.S. Coast Guard may initiate operations without a presidential declaration under the National Contingency Plan (NCP), providing an OSC to manage the federal assets employed in the operation. The OSC will operate with the incident commander in a Unified Command arrangement.

The National Response Team (NRT), composed of the 16 federal agencies with major environmental and public health responsibilities, is the primary vehicle for coordinating federal agency activities under the NCP. The NRT carries out national planning and response coordination and is the head of a highly organized federal oil and hazardous substance emergency response network. EPA (Director, Office of Emergency Management) serves as the NRT Chair and the USCG serves as Vice-Chair. Other members of the NRT include:

- Federal Emergency Management Agency;
- General Services Administration;
- National Oceanic Atmospheric Administration;
- Nuclear Regulatory Commission;
- U.S. Department of Defense;
- U.S. Department of Energy;
- U.S. Department of Agriculture;
- U.S. Department of Health and Human Services;
- U.S. Department of Interior;
- U.S. Department of Justice;
- U.S. Department of Labor;
- U.S. Department of Transportation;
- U.S. Department of State; and
- U.S. Department of the Treasury.

F. Support Federal Agencies

1. District of Columbia National Guard (DCNG)—At the request of HSEMA, DCNG will loan specific equipment and mobilize units to provide the following:

- Traffic control;
- Emergency transportation;
- Evacuation of civilian population;
- Search and rescue;
- Communications assistance;
- Area security;
- Protection from theft and looting;
- Medical services;

- Aircraft for monitoring;
 - Surface radiation monitoring;
 - Radiation hazard plotting;
 - Wind and weather data; and
 - Control of reentry.
2. **Maryland and Virginia National Guard**—During a HAZMAT event, the National Guard will provide support through the Civilian Support Teams (CST).
 3. **U.S. Army Golden Eagles–Engineering Battalion**—U.S. Army Golden Eagles–Engineering Battalion located at Ft. Belvoir may serve as a response support during a large scale event.
 4. **U.S. Coast Guard**—The U.S. Coast Guard will assist with the containment and cleanup of a hazardous materials spill on waterways.
 5. **U.S. Department of Energy (USDOE)**—The USDOE may provide support in a large scale event by coordinating the supply of energy and fuel required for response activities.
 6. **U.S. Marine Corps**—During a HAZMAT event, the U.S. Marine Corps may provide support to the District through the Chemical, Biological Incident Response Force (CBIRF).

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Emergency Support Function #11

Food

Primary District Agency:	Department of Human Services
Support District Agencies:	Child and Family Services Agency DC Public Schools Department of Employment Services Department of Health Department of Mental Health Department of Parks and Recreation Homeland Security and Emergency Management Agency Metropolitan Police Department Office on Aging Office of Contracting and Procurement
Other Support Agencies and Organizations:	American Red Cross of the National Capital Area Consortium of Universities of the Washington Metropolitan Area
Primary Federal Agency:	U.S. Department of Agriculture
Support Federal Agency:	District of Columbia National Guard

I. Introduction

A. Purpose

The purpose of Emergency Support Function (ESF) #11—Food, coordinated by the Department of Human Services (DHS), is to identify, secure, and arrange for the transportation and provision of food assistance to affected victims and response staff/volunteers following an emergency or other event.

B. Scope

ESF #11 will determine food assistance needs, obtain appropriate food supplies, and arrange for transportation of those food supplies to designated shelters and/or staging areas within the disaster area.

The policies and responsibilities detailed in this annex are supported by a number of subordinate plans that detail response timing and procedures. These subordinate plans include:

- Internal Operations Plans of DHS; and
- Standard Operating Procedures of DHS.

II. Policies

- A. ESF #11 will be activated by District of Columbia (District) officials once an emergency is declared or is imminent.
- B. Food supplies secured and delivered by ESF #11 will be suitable for either off-site distribution or mass meal service, as appropriate.
- C. ESF #11 will lead and coordinate the transportation and distribution of food supplies by federal, District, local, and voluntary organizations.
- D. Agencies responsible for ESF #6—Mass Care, Emergency Assistance, Housing and Human Services involved in mass feeding will coordinate with and support ESF #11 as needed. (e.g., Office on Aging, Meals on Wheels, etc.)
- E. The use of mass feeding arrangements is the preferred method for disaster related food distribution.
- F. Priority will be given to moving critical supplies of food into areas of acute need and then into areas of moderate need.
- G. Upon notification that commercial channels of trade have been restored, District officials may authorize and activate the disaster food stamp program within ESF #6—Mass Care, Emergency Assistance, Housing and Human Services.

III. Situation

A. Disaster Condition

An emergency may deprive substantial numbers of people access to food or the means to prepare food. In addition to significant disruption to the commercial food supply and distribution network, a major disaster may destroy, partially or totally, food supplies stored in the affected area.

B. Planning Assumptions

1. Within 12 hours of an emergency, approval of requests from the Mayor or disaster relief organizations for access to and/or distribution of food may be given.

2. Within the emergency area, the following conditions may exist:
 - a. Fifty percent of the food processing and distribution capabilities in the District are disrupted.
 - b. Seventy-five percent of the water supply is unusable, requiring potable water supplies to be made available to the affected population. (Note: Potable water also will be supplied by ESF #3—Public Works and Engineering.)
 - c. There is a near-total disruption of energy sources (e.g., electricity and gas). The only sources available are oil for generators and propane tanks.
 - d. Most commercial cold storage and freezer facilities are inoperable.
3. On the border of the geographic areas affected, there may be schools and small institutions with large food inventories that are estimated to be sufficient to feed up to 10,000 people for three days and supply their fluid needs for one day. A minimum of 1,800 calories and 3 gallons of liquid per day per person is suggested. Additionally, within the District, there are pre-staged food bank inventories as well as the American Red Cross food inventory. Food banks include the Capital Area Food Bank, Bread for the City, and DC Central Kitchen.

IV. Concept of Operations

A. General

1. ESF #11 will provide emergency food supplies to designated disaster staging areas. This function also is located under ESF #6—Mass Care, Emergency Assistance, Housing and Human Services.
2. Requests for food, including types, amounts, and destination locations, will be coordinated and approved through the Consequence Management Team (CMT) and the Homeland Security and Emergency Management Agency (HSEMA) at the Emergency Operations Center (EOC).
3. After initial food assistance requests are forwarded to the EOC, ESF #11 will coordinate efforts, in conjunction with HSEMA, to obtain and transport food and/or authorize disaster food stamps. During the first 72 hours following a notification of an emergency, ESF#11 will be staffed in the EOC 24/7. After a 72-hour period, continuation of 24-hour operations will be reconsidered by the CMT and the District ESF #11 Emergency Liaison Officer (ELO), who is the official point of contact (POC) within DHS for any matter pertaining to ESF #11.

B. Organization

1. At the District level, DHS, assisted by the American Red Cross and HSEMA, will coordinate all ESF #11 activity. Since each support agency will be represented at the EOC, DHS will maintain contact with those representatives, as necessary, at those locations for the duration of the emergency response period. Support agency representatives will have sufficient knowledge of the capabilities and resources of their respective agencies and have the appropriate authorities to commit resources to the response effort.
2. If a presidential disaster declaration is issued, DHS will process its requests for federal assistance through the EOC to the DC Coordinating Officer (DCCO), who will make a formal request to the Federal Coordinating Officer (FCO). After a mission assignment has been made from the Federal Emergency Management Agency (FEMA) to ESF #11, ESF #11 will coordinate the delivery of assistance. DHS will have a representative present or available for duty at the Joint Field Office (JFO) on a 24-hour basis for the duration of the emergency response period.

C. Notification

1. Upon HSEMA notification, DHS will alert designated staff, the DHS Emergency Coordinator, and the ESF #11 ELO to respond. The ELO will immediately deploy to the HSEMA EOC and serve as the primary POC, information gatherer, and coordinator for DHS and ESF #11 response operations.
2. The DHS Emergency Coordinator will, depending on the event, notify additional DHS staff to support ESF #11 operations and he or she will coordinate with the American Red Cross and other agencies, as required.

D. Response Actions**1. Initial Actions**

- a. DHS will assess the critical needs of the affected population in terms of numbers of people, their location, and usable food preparation facilities for mass feeding.
- b. DHS and the American Red Cross will catalog available resources of food, transportation, equipment, storage, and distribution facilities, and be able to locate these resources geographically.
- c. The American Red Cross will evaluate the adequacy of available resources relative to need on a geographical basis.

- d. The Department of Health (DOH) will develop procedures to maximize the inspection of all food to determine, to the extent possible, that all identified food is safe and fit for human consumption.
- e. DHS and the American Red Cross, with the assistance of the Metropolitan Police Department (MPD), the District Department of Transportation (DDOT), and the Department of Public Works (DPW), will coordinate the shipment of food to staging areas within the emergency area.
- f. The Office of Contracting and Procurement (OCP) will initiate direct market procurement of critical food supplies not available from existing DHS inventories or other authorized sources.

2. Continuing Actions

- a. DHS will expedite requests for emergency issuance of food stamps after access to commercial food channels has been restored, as necessary.
- b. DHS and the American Red Cross will activate pre-established agreements and set up logistical links with organizations involved in long-term mass meal services.
- c. DHS and the American Red Cross will establish need for and use of a predetermined process for the replacement of food products transferred from existing program inventories.

V. Responsibilities

A. Primary District Agency

Department of Human Services (DHS)—DHS will respond to the activation of the ESF and will assist the American Red Cross with bulk food or meal acquisition and emergency feeding both inside and outside of the shelter environment. DHS will coordinate the deployment of District agency staff for feeding, facilitating food acquisition and distribution through the coordination of purchases and reimbursements, and overseeing logistics for emergency food supplies during the crisis period. DHS also will activate the Disaster Food Stamp and Voucher Issuance Program within 72 hours, which will authorize emergency issued food stamps and vouchers. Eligible customers and families will then be able to purchase food on the open market, as necessary. DHS will assess, in coordination with the American Red Cross, HSEMA, the Salvation Army, and other agencies, the critical needs of the affected population in terms of numbers

of people, their location, and usable food preparation facilities for congregate feeding.

B. Support District Agencies

- 1. Child and Family Services Agency (CFSA)**—CFSA will mobilize its staff and volunteers to assist in District-wide feeding and will help staff the Disaster Food Stamp and Voucher Issuance program sites, as necessary. CFSA also will oversee the identification, administrative processing, protection, and feeding of any children who may be separated from their parent(s) or guardian(s), or identified or reported to be at risk for neglect or abuse, either in the shelters or in the community during the emergency period.
- 2. DC Public Schools (DCPS)**—DCPS will provide food storage and mass feeding/food distribution center sites, if needed. DCPS also will help identify emergency food vendors, especially those who offer pre-packaged food in children's portions, as needed.
- 3. Department of Employment Services (DOES)**—DOES, in coordination with HSEMA, will help recruit emergency manpower to assist in emergency feeding requirements and in the delivery of emergency food and supplies.
- 4. Department of Health (DOH)**—DOH will monitor the emergency food assistance program to ensure that food is transported, stored, handled, prepared, and served in accordance with safe food practices.
- 5. Department of Mental Health (DMH)**—DMH will provide bag meals in emergency situations. A three-hour lead-time will be required for preparation of meals. DMH will provide storage space, refrigeration, and food preparation at St. Elizabeth's Hospital for bulk meals/food supply stockpiles.
- 6. Department of Parks and Recreation (DPR)**—DPR will mobilize its staff and volunteer organization as directed by DHS to assist in District-wide responses. Activities may include providing transportation or assisting with mass feeding.
- 7. Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will help coordinate the various District and federal agencies and private group responses to emergency feeding requirements, including community food banks. HSEMA will help DHS coordinate use of federal stockpiles of food through FEMA if federal assistance is deemed necessary by the Mayor.

8. **Metropolitan Police Department (MPD)**—MPD, in cooperation with DHS and other District agencies, will provide support and assistance in the event that emergency food is required. MPD will maintain security around emergency feeding areas including control of ingress and egress, in coordination with DHS and HSEMA. MPD will provide support and assistance to facilitate the delivery of emergency food and supplies. MPD will help notify the public by providing direction and security along predetermined routes to reach central food locations and will assist in ensuring that any ingress and egress to such locations is conducted in an orderly and safe manner.
9. **Office on Aging (DCOA)**—DCOA will provide technical assistance in the management and feeding of the elderly housed in DCOA shelters. DCOA will identify, to the extent possible, the location of seniors in need of transport to mass feedings, congregate meals, and food distribution centers.
10. **Office of Contracting and Procurement (OCP)**—OCP will manage the development and execution of emergency food/meal contracts to supplement DHS supplies for emergency events and mass care feedings or food distribution to large staging areas.

C. Other Support Agencies and Organizations

1. **American Red Cross (ARC)**—ARC will assist DHS in coordinating with HSEMA in the identification and processing of food requests and will coordinate with DHS and other support agency personnel upon the receipt of food or meals for distribution to or the feeding of persons housed in shelters or in mass feeding staging areas.
2. **Consortium of Universities of the Washington Metropolitan Area**—The universities will advise HSEMA and DHS on the availability of alternative feeding sites or food preparation centers that may be in proximity to the emergency site(s). The universities will provide any available facility resources and volunteer staff for the preparation, serving, or distribution of meals and bulk food. The universities will also provide support services such as language interpreters or cultural interventions, as needed and as available.

D. Primary Federal Agency

U.S. Department of Agriculture (USDA)—USDA is the coordinating federal agency for ESF #11 and will provide direct, technical, and other support to the District through the District's lead agency for ESF #11.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999,

federal agencies initially will operate out of the U.S. Department of Homeland Security (USDHS) National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

E. Support Federal Agency

District of Columbia National Guard (DCNG)—DCNG will, at the request of HSEMA, coordinate and provide mobile feeding facilities and personnel, and will assist with the delivery of bulk food and cooking supplies.

Emergency Support Function #12

Energy

Primary District Agency:	District Department of the Environment
Support District Agencies:	Department of Public Works District Department of Transportation Homeland Security and Emergency Management Agency
Other Support Agencies and Organizations:	Maryland Energy Administration Potomac Electric Power Company Public Service Commission Virginia Department of Mines, Minerals and Energy Washington Gas Company
Primary Federal Agency:	U.S. Department of Energy
Support Federal Agencies:	District of Columbia National Guard U.S. Department of Defense/U.S. Army Corps of Engineers

I. Introduction

A. Purpose

Emergency Support Function (ESF) #12—Energy helps restore the District of Columbia’s (the District’s) energy systems during and/or following an emergency. The District Department of the Environment (DDOE) is the primary agency in the District responsible for coordinating with all other governmental department response elements and utilities to restore the District’s energy systems.

B. Scope

ESF #12 gathers, assesses, and shares information on energy system damage and estimates the impact of energy system outages/shortages within the District. The purpose of this ESF is to facilitate restoration of energy systems and fuel supplies¹ during and/or following an emergency. Power and fuel are critical to protecting lives and property and maintaining the continuity of the government,

¹ The Department of Public Works also has an emergency power support role. See ESF #3.

business, transportation, emergency services, and other critical infrastructures within the District.

ESF #12 agencies have a variety of assets and resources available to them to mitigate energy or hazardous problems. Damage to an energy system in one geographic region may affect energy supplies in other regions that rely on the same delivery systems.

The policies and responsibilities detailed in ESF #12 are supported by a number of subordinate plans that detail response timing and procedures. These subordinate plans include:

- Internal Operations Plans of DDOE; and
- Standard Operating Procedures of DDOE.

II. Policies

- A. The ESF #12 priorities will be to aid in the restoration of damaged energy systems.
- B. DDOE will assign an ESF Emergency Liaison Officer (ELO) to temporary duty at the Homeland Security and Emergency Management Agency (HSEMA) Emergency Operations Center (EOC) or other augmentation facility, as needed, to be a member of the Consequence Management Team (CMT).

III. Situation

A. Disaster Condition

An emergency, to include a fuel shortage emergency, may sever key energy infrastructure, constraining supply in affected areas and, most likely, adversely impacting adjacent areas, especially those with supply links to the directly affected areas. Such an event also could affect transportation, communications, and other infrastructure necessary for sustaining public health and safety. It also could affect continuity of government as well as a number of critical infrastructures within the District.

B. Planning Assumptions

1. There may be widespread and possibly prolonged electric power outages or interruptions.
2. There may be widespread and possibly prolonged disruption to the supply and distribution of natural gas.
3. Transportation and telecommunication infrastructures may be affected by a disruption in power.

4. Delays in the delivery of petroleum-based products may occur as a result of loss of commercial electric power.

IV. Concept of Operations

A. General

1. ESF #12 will consolidate utility reports, identifying the assessment of fuel and electric power damage, energy supply and demand, and estimates to repair such systems, as follows:
 - a. Coordinate closely with officials to establish priorities to restore critical customer facilities and coordinate the provision of temporary, alternate, or interim sources of emergency fuel and power; and
 - b. Obtain current information regarding damage to energy supply and distribution systems and obtain estimates for restoration.
2. ESF #12 will provide timely and credible energy supply assessments and restoration forecasts in times of disaster in coordination with the U.S. Department of Energy (USDOE).
3. ESF #12 will coordinate with technical experts on energy supply production and delivery to facilitate energy information exchange.
4. ESF #12 will coordinate with other ESFs in order to provide timely and accurate energy impact information and recommend options to mitigate impacts.
5. ESF #12 will provide an ELO to the HSEMA EOC during an emergency situation.
6. ESF #12 will attain information regarding energy impacts and provide input to situation and other reports through the EOC.
7. ESF #12 will coordinate among federal and mutual aid state officials and energy industries in the region regarding priorities to repair damaged energy systems.

B. Organization

DDOE will coordinate all ESF #12 activity. Because each support agency may be represented at the HSEMA EOC, ESF #12 will maintain 24-hour contact with those representatives, as necessary, at those locations for the duration of the emergency response period. Support agency representatives will have sufficient

knowledge of the capabilities and resources of their agencies, with appropriate authority to commit resources to the response effort.

If a presidential disaster declaration is issued, the ESF #12 Team Leader is the POC within the District and will represent this ESF in its dealings with the District of Columbia Coordination Officer (DCCO), who will issue requests for federal assistance to the Federal Coordinating Officer (FCO). After a mission assignment is issued by the U.S. Department of Homeland Security/ Federal Emergency Management Agency (USDHS/FEMA) to a federal ESF or agency, DDOE will coordinate the delivery of assistance for ESF #12. The ESF will have an ESF Liaison Officer present or available for duty at the Joint Field Office (JFO) on a 24-hour basis for the duration of the emergency response period.

C. Notification

1. The EOC will notify ESF #12 of the activation of the CMT. ESF #12 will then notify ESF#12 support agencies and appropriate officials by telephone, pager, and/or e-mail regarding the nature of the event and any potential ESF # 12 issue.
2. The ESF #12 Team Leader will attend any CMT meetings and be available, as necessary, for the duration of the initial response period.

D. Response Actions

1. Initial Actions

- a. Activate disaster response procedures.
- b. Send an ESF #12 ELO to the EOC.
- c. Coordinate with utility representatives to establish priorities to repair damage and communicate those priority facilities.
- d. Coordinate with utility representatives to identify government actions that will help obtain needed resources to repair or restore damaged energy systems.
- e. Use available information to determine the status and assess the energy impacts of the emergency, including public agency and government resources needed to respond.
- f. Coordinate with USDOE to access fuel supplies in the petroleum reserve, in the event of a fuel shortage.

- g. Provide periodic situation and any other reports to the EOC as directed by HSEMA.
- h. Receive and respond to requests for information from neighboring states, local governments, regional bodies, federal agencies, and industry.

2. Continuing Actions

- a. Serve as the focal point for receipt of reports on damage to energy supply and distribution systems and requirements for system restoration.
- b. Advise and assist industry, District, and local authorities on priorities and actions for energy restoration and supply.
- c. Locate fuel for transportation, communications, and emergency operations. Coordinate with the U.S. Army Corps of Engineers (USACE) and the District of Columbia National Guard (DCNG) for the transportation of that fuel.
- d. Coordinate the collection and reporting of energy supply information to the public.
- e. Recommend actions to conserve petroleum fuel, electric power, and natural gas, and to ration energy, as necessary.
- f. Monitor the fuel supply system in coordination with gas station owners and companies to ensure the District possesses and maintains adequate supplies.

V. Responsibilities

A. Primary District Agency

District Department of the Environment (DDOE)—As the primary District agency for ESF #12, DDOE gathers, assesses, and shares information on energy system damage and estimates on the impact of energy system outages within affected areas during plan activation. DDOE coordinates with all the support agencies to help facilitate the restoration of energy systems and fuel supplies following an emergency.

B. Support District Agencies

- 1. **Department of Public Works (DPW)**—DPW will provide generator fuel supplies as needed.

2. **District Department of Transportation (DDOT)**—DDOT will facilitate and coordinate in the restoration of damaged transportation infrastructure within the public right-of-way to reestablish utilities. DDOT will coordinate with PEPCO regarding down power lines caused by trees.
3. **Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA provides the administrative and logistical mechanism through which ESF #12 interacts with the other ESFs in the EOC at a specified operating location.

C. Other Support Agencies and Organizations

1. **Maryland Energy Administration (MEA)**—MEA is the lead agency for Maryland for ESF #12. MEA may provide support as requested under the Emergency Management Assistance Compact (EMAC).
2. **Potomac Electric Power Company (PEPCO)**—PEPCO provides electrical services to the public and businesses of the District. PEPCO will ensure communications with the EOC and provide an ELO to the EOC to ensure effective communications and coordination of emergencies, specifically monitoring the power grid and its impact on the District. PEPCO will provide operational/restoration information reports on response activities to the EOC. Additionally, PEPCO will help HSEMA prepare an impact statement outlining the effects of a long-term power outage on government operations and on the potential threat to the health, welfare, and safety of citizens in the affected areas.
3. **Public Service Commission (PSC)**—PSC will provide emergency regulatory action as appropriate to facilitate PEPCO, Washington Gas Company, and any other suppliers under its mandate in the restoration of services to their customers.
4. **Virginia Department of Mines, Minerals and Energy (DMME)**—DMME is the lead agency for Virginia for ESF #12. DMME may provide support as requested under EMAC.
5. **Washington Gas Company (WGC)**—WGC provides natural gas to the public and business of the District. WGC will ensure communications with the EOC and provide an ELO to the EOC to ensure effective communications and coordination of emergencies, specifically monitoring the natural gas supply and its impact on the District. WGC will provide operational/restoration information reports on response activities to the EOC. Additionally, WGC will help HSEMA prepare an impact statement outlining the effects of a long-term natural gas outage on government operations and on the potential threat to the health, welfare, and safety of citizens in the affected areas.

D. Primary Federal Agency

U.S. Department of Energy (USDOE)—USDOE is the primary federal agency for ESF #12 and it will provide direct, technical, and other support and guidance to the District through its District counterpart, DDOE. In addition, USDOE will support the District in the event of a Weapons of Mass Destruction (WMD) incident. This USDOE support is outlined in Attachment J to the “National Capital Region Weapons of Mass Destruction Incident Contingency Plan.”

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the U.S. Department of Homeland Security (USDHS) National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

E. Support Federal Agencies

- 1. DC National Guard (DCNG)**—DCNG will support the distribution of fuels and other services when requested and coordinated, as requested by HSEMA.
- 2. Department of Defense/U.S. Army Corps of Engineers (DOD/USACE)**—In support of USDOE during a federally-declared disaster and as the coordinating federal agency for ESF #3, DOD/USACE will provide electrical generators and other support services as needed to supplement the District’s efforts in the temporary restoration of electrical service.

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Emergency Support Function #13 Law Enforcement

Primary District Agency:	Metropolitan Police Department
Support District Agencies:	DC Public Schools Department of Corrections Department of Health Department of Public Works Department of Youth Rehabilitation Services District Department of Transportation Fire and Emergency Medical Services Department Homeland Security and Emergency Management Agency Office of the Attorney General Office of the Chief Medical Examiner Office of Property Management Office of Unified Communications
Other Support Agencies and Organizations:	DC Housing Authority
Primary Federal Agency:	U.S. Department of Justice
Support Federal Agency:	District of Columbia National Guard

I. Introduction

A. Purpose

Emergency Support Function (ESF) #13—Law Enforcement provides for the safety of citizens and security of property during emergencies. It prescribes the procedures for the command, control, and coordination of the ESF #13 primary District agency and ESF #13 support District agencies to conduct emergency operations. It also establishes interagency relationships between the ESF #13 agencies and federal law enforcement agencies.

B. Scope

During emergency operations, ESF #13 manages and coordinates law enforcement activities and provides personnel and equipment resources to execute response activities in the public safety and security area. Fulfilling this mission supports public safety and security operations in the field, enhances situational awareness at

operations centers, and aids planning and decision making by the Consequence Management Team (CMT).

II. Policies

The Metropolitan Police Department (MPD) has primary responsibility for law enforcement and security. In larger scale incidents, additional resources will be obtained through the activation of response plans and mutual aid and assistance agreements with ESF #13 support agencies and organizations.

The policy of the MPD is to set an appropriate department response level based on present known threats. The Chief of Police, or his/her designee, will determine the response level. The response level shall ensure a state of readiness that permits a comprehensive, coordinated response.

III. Situation

A. Disaster Condition

An emergency or other significant event may be of such severity and magnitude as to require a law enforcement response to address public safety and security.

B. Planning Assumptions

1. There may be little or no warning before the onset of an event.
2. The Mayor of the District has sufficient legislative authority (District of Columbia Public Emergency Act of 1980; D.C. Code § 7-230) to act during emergencies to preserve the public peace, health, and safety of the citizens of the District.
3. In an emergency, law enforcement resources may be directly impacted and potentially degraded. In the event that the District cannot effectively control the situation, the Mayor can request federal assistance through proper channels.

IV. Concept of Operations

A. General

1. When the Homeland Security Emergency Management Agency (HSEMA) activates its Emergency Operations Center, the MPD will dispatch an Emergency Operations Liaison (ELO) to perform all duties assigned to the position.
2. When an emergency situation is anticipated or erupts, MPD will dispatch personnel to the affected area. MPD will establish mutual aid liaisons, as

appropriate, and assess the situation. MPD personnel will coordinate any requests for additional District law enforcement resources and make requested resources available.

3. Coordination of the use of other city, local, and federal law enforcement agencies will be managed by MPD. Should the situation escalate or require additional law enforcement resources from outside the affected area, such resources will be dispatched in conjunction with the support agencies. The police will provide necessary security to the DC Fire and Emergency Medical Services Department (FEMS), medical personnel, and public utility personnel while performing emergency tasks if needed.
4. When an emergency is caused by a terrorist act, MPD will lead response management coordination for the District of Columbia, including close coordination with the Federal Bureau of Investigation (FBI), U.S. Secret Service, U.S. Capitol Police, U.S. Park Police, and other federal law enforcement agencies and organizations as necessary. The FBI will be the lead federal agency for criminal investigations of terrorist acts or terrorist threats and intelligence collection activities, and the U.S. Department of Homeland Security/Federal Emergency Management Agency (USDHS/FEMA) will be the primary federal agency for domestic incident management.

B. Response Actions

ESF #13 agencies are prepared to take a variety of actions to respond to and recover from an emergency. These actions may include, but are not limited to, the following activities, when appropriate:

1. Initial Actions

Notification

Upon notification of an emergency, MPD will alert appropriate personnel and activate and staff the Joint Operations Command Center (JOCC) to facilitate communication. To assist the Homeland Security and Emergency Management Agency (HSEMA) in the coordination of MPD activities with the overall District response, MPD Emergency Liaisons Officers (ELO) will be posted at the EOC and at other command and control sites, as determined by the Chief of Police (e.g., Mobile Command Center).

Activation

In conjunction with HSEMA and with appropriate other primary agencies and support agencies, MPD will make a rapid initial assessment of the situation and, as appropriate, notify and activate one or more ESF #13 support agencies.

2. Continuing Actions

Direction and Control

The Chief of Police or designee will direct and control all law enforcement operations and activities relating to the management of the emergency. The command center will be activated at police headquarters from which MPD will:

- Monitor and coordinate police field operations;
- Receive reports from police commanders;
- Maintain logs on essential elements of information relating to arrests, injuries, deaths, personnel distribution, traffic control, and property damage;
- Initiate requests for law enforcement assistance under existing required mutual aid agreements;
- Coordinate through the HSEMA Emergency Operations Center (EOC) all requests from non-law enforcement agencies for resources and/or equipment required by the federal government, other DC government agencies, or the private sector;
- Brief the Mayor and other DC government officials on the status of events and the measures being taken to bring the emergency under control; and
- Ensure adequate police coverage is provided to all neighborhoods.

Response Operations

Based on the circumstances of an emergency, ESF #13 agencies will be expected to execute several or all of the following response operations:

- **Law Enforcement & Investigation**—MPD will conduct crime scene investigations as well as provide basic law enforcement services during incidents (routine patrol and arrest functions);
- **Intelligence Collection and Analysis**—MPD's Homeland Security Bureau, Intelligence Fusion Division will collect, assess, and disseminate intelligence from multiple sources to provide additional situational awareness about the event;
- **Crime Scene Processing, and Evidence Preservation**—MPD will conduct investigations, assess and document crime scenes, and collect, analyze, and preserve potential evidence recovered from crime scenes;
- **Site Management**—MPD will coordinate the following:
 - **Perimeter Control**: MPD and select ESF #13 support agencies, when needed, will provide security forces and establish protective measures around the incident site, critical infrastructure, and/or critical facilities;
 - **Traffic and Crowd Control**—MPD and select ESF #13 support agencies, when needed, will provide emergency protective services to address public safety and security requirements;
 - **Force Protection**—MPD and select ESF #13 support agencies, when needed, will provide for the protection of emergency responders and other workers operating in a high-threat environment, and for the operational security of emergency response operations;

- **Evacuation (Area and/or Law Enforcement Related):** MPD and select ESF #13 support agencies, when needed, will evacuate people from dangerous areas to a safe environment.
- **Water Search & Recovery:** MPD will conduct search and recovery activities on the surface and beneath water in search of human remains and/or evidence of crime.
- **Specialized Security Resources/CBRNE/Hazardous Materials Assessment and Investigation (Crime Scene/Terrorism)** MPD's Homeland Security Bureau, Special Operations Division will provide specialized security assets such as traffic barriers; chemical, biological, radiological, nuclear, and high-yield explosives detection devices; canine units; law enforcement personal protective gear; etc.
- **Crush Investigation:** MPD will investigate automobile traffic crushes.
- **VIP Protection:** MPD will provide protection of individuals at the request of federal authorities.
- **Arson Investigation (Major Case):** MPD and select ESF #13 support agencies, when needed, will investigate intentionally set fires that result in serious bodily injury and/or death.

Recovery Operations

ESF #13 agencies will prepare complete and detailed reports of procedures and operations. These reports shall include comments regarding effectiveness, obstacles and problems encountered when carrying out assigned activities and recommendations for improvement and corrective actions taken to address obstacles and problems.

V. Responsibilities

A. Primary District Agency

Metropolitan Police Department (MPD)—MPD will be in direct liaison with HSEMA and other city agencies via the EOC in order to coordinate interagency responses to any emergencies that may arise. MPD will keep HSEMA apprised of police operations with regular status reports to the EOC. All emergency police responses for major incidents or other critical situations shall be coordinated through the MPD JOCC. MPD will be responsible for the delivery of both emergency and non-emergency police service to the public. If necessary, the entire department will be fully mobilized to ensure a continuity of service and effective police response in the event of an emergency or other critical situation. In addition to existing internal standard operating procedures (SOPs), MPD will be in contact with other city, local, and federal police agencies to ensure that the safety of the public is not compromised by domestic or foreign terrorist threats or acts.

B. Support District Agencies

1. **DC Public Schools (DCPS)**—DCPS will coordinate with MPD to ensure the safety of the system’s students, faculty, and staff, as well as to protect the school facilities and other DCPS properties.
2. **Department of Corrections (DOC)**—DOC will direct operations inside the institution affected by any emergency. DOC will coordinate all actions necessary to restore the institution to normal operations. DOC will coordinate with MPD during operations outside of the facility.
3. **Department of Health (DOH)**—DOH will coordinate health and medical assistance in the District. This will be done through clinical assessment and management of health care facilities, mental health assistance for those affected, assessment of health and medical needs, and notification to local hospitals for mass medical care activities.
4. **Department of Public Works (DPW)**—DPW will assist MPD and HSEMA via communication and contact with the Emergency Coordinator in the DPW.
5. **Department of Youth Rehabilitation Services (DYRS)**—DYRS has custody over youth detained by or committed to the District’s juvenile justice system. DYRS will use internal plans and procedures to ensure safe and secure housing of youth in the event of an emergency that requires the closure of part or all of a facility.
6. **District Department of Transportation (DDOT)**—DDOT will help identify traffic posts, develop emergency routes, identify staging areas, and establish access routes for emergency vehicles. DDOT also will supply vehicles and equipment, when available, to serve as perimeter devices to secure a location or a road closure.
7. **Fire and Emergency Medial Services Department (FEMS)**—FEMS is the primary agency for the Fire Investigation Team and a member of the DC Arson Task Force (ATF). FEMS also will perform search and rescue operations and coordinate that activity with MPD.
8. **Homeland Security and Emergency Management Agency (HSEMA)**—The operational command and control for recovery management in any emergency is the EOC operated by HSEMA. A liaison from HSEMA will be provided to the JOCC. A liaison from MPD will be provided to the EOC as a representative of ESF #13 to ensure effective and seamless communication between the two command and control centers.
9. **Office of the Attorney General (OAG)**—OAG will provide legal advice and take legal action for the supporting agencies, unless lawyers in the supporting

agencies normally perform these functions for their agencies. OAG will provide legal advice and take legal action for the District government.

- 10. Office of the Chief Medical Examiner (OCME)**—OCME will respond to the scene and provide coordination of mass fatality efforts, including investigating, establishing temporary morgue(s), coordinating transportation of remains, performing postmortem examinations and identifications, securing evidence, certifying cause and manner of death, and releasing remains.
- 11. Office of Property Management (OPM)**—Protective Service in OPM is responsible for security at the District's leased or owned property.
- 12. Office of Unified Communications (OUC)**—OUC will facilitate communications and coordination among local, state, and federal authorities during regional and national emergencies.

C. Other Support Agencies and Organizations

DC Housing Authority (DCHA)—DCHA will use its law enforcement capabilities and security personnel to coordinate with MPD to ensure public safety at District housing sites, specifically, and the District population, in general.

D. Primary Federal Agency

U.S. Department of Justice (USDOJ)—USDOJ is the coordinating federal agency for ESF #13 and will provide direct, technical, and other support and guidance to the District through the counterpart ESF primary District agency, MPD.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the U.S. Department of Homeland Security (USDHS) National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

E. Support Federal Agency

District of Columbia National Guard (DCNG)—DCNG will provide manpower to MPD to assist in management of the designated 142 critical intersections in the city, and in other capacities, at the request of HSEMA.

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Emergency Support Function #14

Long-Term Community Recovery and Mitigation

Primary District Agency:	Homeland Security and Emergency Management Agency
Support District Agencies:	Department of Employment Services Department of Health Department of Housing and Community Development Department of Human Services Department of Public Works Department of Small and Local Business Development District Department of the Environment District Department of Transportation Housing Finance Agency Office of the Chief Medical Examiner Office of Contracting and Procurement Office of Partnerships and Grants Development Serve DC
Other Support Agencies and Organizations:	DC Housing Authority
Primary Federal Agency:	U.S. Department of Homeland Security/ Federal Emergency Management Agency
Support Federal Agencies:	U.S. Department of Health and Human Services U.S. Department of Housing and Urban Development U.S. Environmental Protection Agency

I. Introduction

A. Purpose

Emergency Support Function (ESF) #14 provides a framework for federal government support to regional, District of Columbia (District), and local governments; non-governmental organizations (NGOs); and the private sector to enable community recovery from long-term consequences of a disaster affecting the District.

B. Scope

Assistance under this function consists of two components:

1. Long term recovery activities are those actions that enable disaster victims to begin the process of rebuilding their homes, replacing property, resuming employment, restoring businesses, and permanently repairing, rebuilding, or relocating public infrastructure.
2. Mitigation activities are those actions that either prevent the occurrence of an emergency or reduce the community's vulnerability in ways that minimize the adverse impact of a disaster or other emergency.
3. The policies and responsibilities detailed in this annex are supported by a number of subordinate plans that detail response timing and procedures. These subordinate plans include:
 - Internal Operations Plans of HSEMA; and
 - Standard Operating Procedures of HSEMA.

II. Policies

- A. Recovery involves actions needed to help individuals and communities return to normal after a disaster. The federal Joint Field Office (JFO) is the central coordination point among regional, District, and local agencies and volunteer organizations for delivering recovery assistance programs.
- B. Long-term environmental recovery may include cleanup and restoration of public facilities, businesses, and residences; re-establishment of habitats and prevention of subsequent damage to natural resources; protection of cultural or archeological sites; and protection of natural, cultural, and historical resources from intentional damage during other recovery operations.
- C. The Human Services and Infrastructure Support Branches of the JFO Operations Section assess District recovery needs at the outset of an incident and develop relevant timeframes for federal long-term recovery program delivery.
- D. Hazard mitigation involves reducing or eliminating long-term risk to people and property from hazards and their side effects. The federal JFO is the central coordination point among regional, District, and local agencies and NGOs for beginning the process that leads to the delivery of federal mitigation assistance programs.
- E. The Community Recovery and Mitigation Branch of the JFO Operations Section coordinates the delivery of all federal mitigation programs within the District.

- F. While the federal government possesses substantial resources that can be used in time of disaster, regional, District, and local governments, and the private sector primarily define and address risk reduction and long-term community recovery priorities.
- G. District agencies will continue to coordinate federal immediate recovery assistance to the District under appropriate authorities while additional, long-term assistance is coordinated through ESF #14.
- H. Long-term community recovery and mitigation efforts are forward-looking and market-based, focusing on permanent restoration of infrastructure, housing, and the local economy, with attention to mitigating the future impacts of a similar nature.
- I. The federal government uses the post-incident environment as an opportunity to measure the effectiveness of previous community recovery and mitigation efforts.
- J. Assistance through ESF #14 should include the application of loss-reduction and building science expertise to rebuild critical infrastructure.

III. Situation

A. Disaster Condition

An emergency or other significant event may be of such severity and magnitude as to require long-term community recovery and mitigation. ESF #14 will provide the overall coordination to recover from long-term consequences of a disaster affecting the District and the private sector.

B. Planning Assumptions

1. The probable shortage of a critical resource may be known to District government officials in advance of the actual shortage, allowing measures to be undertaken in order to lessen the impact. In some cases, shortages will occur completely without warning.
2. Local businesses and organizations are willing, whenever possible, to assist the community and the District government during a period of resource shortage, particularly following a large-scale disaster. The city's mutual aid agreements with Maryland and Virginia and neighboring counties should also be accessed if these areas have not been impacted by the emergency.
3. The District government maintains lists of all classes of critical resources, personnel, supplies (mass care, in particular), and equipment that may be

needed in the city as well as the names, addresses, and telephone numbers of government and private agencies that have the resources.

4. Agency and departmental critical resources lists are fundamental to the effective response of the District government to emergency activations. Procurement transactions, pricing, and vendor relationships need to be established prior to events requiring activation of the Homeland Security and Emergency Management Agency (HSEMA) Emergency Operations Center (EOC). Protracted procurement processes may result from insufficient or nonexistent critical resource lists.
5. In any emergency, donations will be received and managed by ESF #16—Volunteer and Donations Management, and media coverage requesting donations should be a sustained effort.
6. Federal government assistance will be requested to supply unmet needs of response agencies.

IV. Concept of Operations

A. General

1. HSEMA is responsible for all ESF #14 administrative, management, planning, preparedness, mitigation, response, and recovery activities to include developing, coordinating, and maintaining standard operating procedures (SOPs). All ESF #14 supporting agencies will assist HSEMA in planning and executing the above responsibilities. All ESF #14 personnel will be trained on the principles of the National Incident Management System (NIMS) and will integrate those principles into all ESF #14 planning and response operations.
2. Coordination with all supporting and other appropriate departments/agencies and organizations will be performed to ensure continual operational readiness.

B. Organization

ESF #14 will normally activate with the opening of the JFO. ESF #5 will coordinate ESF #14 functions until the JFO opens.

C. Notification

The HSEMA EOC will notify relevant agencies in accordance with ESF #5 SOPs.

D. Response Actions

1. The EOC will be staffed according to EOC policy and procedures. Necessary actions to protect the public will have been implemented. Initial recovery activities will begin after the disaster assessment is complete.
2. When conditions allow, rapid and thorough assessments must be conducted to:
 - a. Assess the overall damage to homes and businesses;
 - b. Assess the overall damage to critical public facilities and services; and
 - c. Determine whether those damages are sufficient to warrant supplemental federal disaster assistance.
3. Predictive modeling will be used (e.g., HAZUS-MH multi-hazard loss estimation methodology) to determine vulnerable critical facilities as a basis for identifying recovery activities.
4. Depending on the results of the damage assessment, the Mayor may request a presidential disaster declaration, which would make the District eligible for a variety of federal assistance programs. To assist in coordinating these programs, the Mayor will appoint a DC Coordinating Officer (DCCO) and a District Hazard Mitigation Officer (DHMO).
5. Upon activation of a JFO, District EOC operations may terminate transfer to the JFO.
6. Following a presidential disaster declaration, the DCCO will coordinate with the DHMO to develop and execute a mitigation plan. This plan will:
 - a. Reduce socio-economic consequences of the emergency;
 - b. Assign staff to identify and document economic impact and losses avoided due to previous mitigation and new priorities for mitigation in affected areas;
 - c. Identify appropriate federal and state programs to support implementation of long-term recovery plans; and
 - d. Include a procedure for the assessment and revision of mitigation plans, as necessary.

7. The DHMO will work with the Public Assistance Program to ensure that all Stafford Act Section 406 mitigation opportunities are identified. Section 406 provides for direct federal assistance for repairs and improvements to eligible damaged public facilities.
8. The DHMO will work with the Federal Emergency Management Agency (FEMA) and appropriate District agencies to develop a disaster specific mitigation implementation strategy. The implementation strategy will include an overview of the disaster, geographical and mitigation measure priorities, and a JFO action plan.

V. Responsibilities

A. Primary District Agency

Homeland Security and Emergency Management Agency (HSEMA)— HSEMA will coordinate long-term community recovery and mitigation efforts under ESF #14. To accomplish this, HSEMA will identify, train, and assign personnel to staff ESF #14 in the JFO, and notify all ESF #14 supporting agencies upon activation. Specific responsibilities include:

- Develop predictive modeling systems, to include HAZUS-MH multi-hazard loss estimation methodology, in order to determine vulnerable critical facilities as a basis for identifying recovery activities;
- Coordinate with other District agencies to address key issues for disasters such as temporary and permanent housing, debris removal, decontamination, environmental restoration, restoration of public facilities and infrastructure, and short- and long-term economic recovery;
- In coordination with the federal government, assign staff to identify and document economic impact and losses avoided due to previous mitigation projects and new priorities for mitigation in affected areas;
- Develop and organize damage assessment teams and plans to obtain and analyze damage assessment data;
- Coordinate identification of appropriate federal and state programs to support implementation of long-term recovery plans;
- Coordinate assessment and revision of existing risk analysis and mitigation plans;
- Provide technical assistance in community planning; and
- Coordinate recovery and mitigation grant programs.

B. Support District Agencies

1. **Department of Employment Services (DOES)**—DOES will manage issues related to the recruitment of manpower during an emergency and will serve as the central clearinghouse for mobilization and referral of paid and unpaid workers. DOES will work with Emergency Liaison Officers (ELOs) to allocate critical manpower resources on a priority basis. DOES will ensure the continuation of unemployment benefits payments; employer tax collections, disability, and workers compensation payments; summer youth employment programs; Job Training Partnership Act (JTPA) programs; and Job Services activities.
2. **Department of Health (DOH)**—DOH will identify, obtain, and allocate needed medical resources; recommend policy direction; and direct resources according to needs and potential impact on District-wide services. Additionally, DOH will plan for and provide technical assistance for contaminated debris management and environmental remediation.
3. **Department of Housing and Community Development (DHCD)**—DHCD will plan for and provide economic recovery and growth assistance, and provide technical assistance in community planning and economic assessment. Additionally, DHCD will identify, train, and assign personnel to maintain contact with ESF #14 and prepare to execute missions in support of ESF #14.
4. **Department of Human Services (DHS)**—DHS will identify and advise on long-term recovery housing options for displaced victims. DHS will reasonably ensure that disaster victims care, required medication and food.
5. **Department of Public Works (DPW)**—DPW will plan for and coordinate debris management.
6. **Department of Small and Local Business Development (DSLBD)**—DSLBD will foster economic growth and development of Local, Small and Disadvantaged Business Enterprises (LSDBEs) through supportive legislation, business development programs, and agency and public/private contract compliance. Additionally, DSLBD will identify, train, and assign personnel to maintain contact with ESF #14 and prepare to execute missions in support of ESF #14.
7. **District Department of the Environment (DDOE)**—DDOE will assist in ensuring energy needs are met for long-term recovery efforts. In addition, DDOE will advise on environmental impacts of long-term recovery efforts.
8. **District Department of Transportation (DDOT)**—DDOT will provide status and resource information concerning reestablishing any part of the

transportation infrastructure that is damaged. Additionally, DDOT will plan for and provide technical assistance in transportation planning and engineering, and will coordinate transportation assistance programs.

9. **Housing Finance Agency (HFA)**—HFA will help stimulate and expand home ownership and rental opportunities by issuing tax-exempt Mortgage Revenue Bonds to lower costs of single-family and rental housing. HFA will identify, train, and assign personnel to maintain contact with ESF #14 and prepare to execute missions in support of ESF #14.
10. **Office of the Chief Medical Examiner (OCME)**—Through the Family Assistance Center, OCME will continue to coordinate with the Metropolitan Police Department (MPD) on family/next-of-kin death notification. OCME will continue to work with families/next-of-kin to identify and release remains.
11. **Office of Contracting and Procurement (OCP)**—OCP will assist in obtaining critical resources needed for long-term community recovery.
12. **Office of Partnerships and Grants Development (OPGD)**—OPGD will offer services and assistance to increase the capacity of District government agencies and nonprofit organizations to ensure they are informed of and can successfully compete for federal, District, and foundation grant dollars. Additionally, OPGD will identify, train, and assign personnel to maintain contact with ESF #14 and prepare to execute missions in support of ESF #14.
13. **Serve DC**—Serve DC will provide information on volunteer availability and donation management with regard to long-term recover efforts.

C. Other Support Agencies and Organizations

DC Housing Authority (DCHA)—DCHA manages and provides subsidized public housing for low-income, elderly, and disabled District residents. Additionally, DCHA possesses contracts to identify temporary housing and provide housing counseling.

D. Primary Federal Agency

U.S. Department of Homeland Security/Federal Emergency Management Agency (USDHS/FEMA)—USDHS/FEMA is the coordinator for ESF #14 under the National Response Framework (NRF) and will provide direct, technical, and other support to the District through the District counterpart ESF #14. Federal support is tailored based on the type, extent, and duration of the event and long-term recovery period, and on the availability of federal resources.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the USDHS National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

E. Support Federal Agencies

- 1. U.S. Department of Health and Human Services (DHHS)—DHHS** provides support for long-term recovery including, but not limited to: collaboration with State, tribal, and local officials on prioritizing restoration of the public health and private medical and healthcare service delivery infrastructures to accelerate overall community recovery; technical consultation and expertise on necessary services to meet the long-term physical and behavioral health needs of affected populations, as well as encouraging short- and long-term public financing to meet these needs; coordination of linking DHHS benefit programs with affected populations; technical assistance in the form of impact analyses and recovery planning support of public health and private medical and other healthcare service delivery infrastructure, where appropriate; and coordination of all potential DHHS sources of recovery funding.
- 2. U.S. Department of Housing and Urban Development (HUD)—HUD** provides building technology technical assistance, and assistance for housing, community redevelopment and economic recovery, public services, infrastructure, mortgage financing, and public housing repair and reconstruction.
- 3. U.S. Environmental Protection Agency (USEPA)—USEPA** provides technical assistance in contaminated debris management, environmental remediation, and watershed protection, planning, management, and restoration; provides technical assistance in developing appropriate drinking water and wastewater infrastructure projects and in identifying financial assistance options; and provides technical assistance on using environmentally sound and sustainable approaches in rebuilding businesses and communities.

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Emergency Support Function #15 External Affairs

Primary District Agency:	Office of Communications, Executive Office of the Mayor
Support District Agencies:	DC Public Schools Department of Health Department of Human Services Department of Mental Health Department of Parks and Recreation Department of Public Works District Department of Transportation Executive Office of the Mayor Fire and Emergency Medical Services Department Homeland Security and Emergency Management Agency Mayor's Office of Community Relations and Services Metropolitan Police Department Office on Aging Office on Asian and Pacific Islander Affairs, Executive Office of the Mayor Office of the Attorney General Office of Cable Television and Telecommunications Office of the Chief of Staff, Executive Office of the Mayor Office of the Chief Technology Officer Office on Latino Affairs, Executive Office of the Mayor Serve DC
Primary Federal Agency:	U.S. Department of Homeland Security / Federal Emergency Management Agency

I. Introduction

A. Purpose

Emergency Support Function (ESF) #15—External Affairs which includes media relations and community outreach provides guidance on District of Columbia's (the District) ability to help citizens prepare and recover from the effects of an emergency. This function supports District agencies, as needed, after an emergency in gathering and disseminating information. ESF #15 serves as a direct link to media outlets, community leaders, and District residents and works

in close coordination with other program elements to develop and deliver critical information during and immediately following an emergency.

In the event of a declared emergency, ESF #15 will coordinate with the federal community and other District response agencies to support information collection and dissemination to the public, the media, and other interested parties. Similarly, in the event of a multi-jurisdictional event involving both the District and surrounding areas, ESF #15 will coordinate and collaborate with the National Capital Region R-ESF #14 Media Relations and Community Outreach and the media, community, and public information personnel from surrounding jurisdictions to support communities and provide the media and public with needed and useful information.

B. Scope

This annex discusses the policies, responsibilities, and concept of operations for the ESF #15 elements in a potential, imminent, or declared disaster. The mission of ESF #15 is to contribute to the well being of the community following an emergency by disseminating accurate, consistent, timely, and easy-to-understand information. Specific objectives are to:

- Assess and quickly convey the nature of the emergency to the public in a form that is accessible, factually accurate, and easily understood;
- Provide critical information to the media and general public about the District's response to the emergency;
- Provide critical information about support assistance during the emergency, including shelter information, recovery assistance, and District and federal assistance availability; and
- Provide accurate authoritative information to minimize rumors and false information.

The policies and responsibilities detailed in this annex are supported by a number of subordinate plans that detail response timing and procedures. These subordinate plans include:

- Internal Operations Plans of EOM; and
- Standard Operating Procedures of EOM.

II. Policies

- A. ESF #15 is responsible for coordinating an assessment and documentation of the social, political, and cultural aspects of a disaster area that might affect the emergency response and recovery effort.
- B. ESF #15 is designed to ensure that affected citizens are aware of available District and/or federal disaster assistance programs and how to access them.

- C. All information being disseminated to the public must follow the guidelines established by the Office of Communications, the Executive Office of the Mayor (EOM).
- D. ESF #15 will establish and staff the Joint Information Center (JIC), as needed.

III. Situation

A. Disaster Condition

- 1. After an emergency, normal means of communications in the affected area may be destroyed or severely disrupted; therefore, only limited and incomplete information may be expected from the area until communications can be restored.
- 2. The period immediately following an emergency is critical in setting up the large and complex mechanism that will be needed to respond to the emergency public information and news requirements generated by the incident.
- 3. After an emergency, District and federal assistance may be available and a need will exist to inform the public on the types of assistance being offered.

B. Planning Assumptions

- 1. ESF #15 personnel will deploy simultaneously with other initial disaster response elements as warranted by the situation.
- 2. Up-to-date and pre-programmed resource databases will be available to provide established contacts, relationships, and rosters of District government officials, media, and appropriate community groups and organizations. Hardcopies of contacts, relationships, and rosters will be maintained by EOM.
- 3. ESF #15 will coordinate with all elements of the District's government to ensure that disseminated information is accurate, timely, and consistent.

IV. Concept of Operations

A. General

- 1. Preparation by Homeland Security and Emergency Management Agency (HSEMA) staff for an anticipated or actual event will include coordinating with District agencies, collecting relevant information about the situation, alerting required staff, and deploying ESF #15 personnel to the Emergency

Operations Center (EOC), the Executive Office of the Mayor, and any mobile command centers in or near the affected area.

2. In coordination with other staff elements, an initial media relations and community outreach plan, with disaster-specific guidance and objectives, will be prepared jointly by the Director of Communications, the Director of the Mayor's Office of Community Relations and Services, and representatives of the appropriate District agencies at the beginning of each emergency operation.
3. ESF#15 will be performed jointly by personnel from the various involved District organizations and other involved organizations (e.g., the American Red Cross (ARC), other neighboring states, and the federal government), as appropriate, who will work to achieve the objectives specified in the Media Relations and Community Outreach Plan.
4. As needed, field personnel will be organized and dispersed throughout the affected area. They will include trained personnel who know the community. The cultural, racial, and ethnic makeup of the affected population (including languages spoken) will be taken into consideration to the extent possible when making field team assignments.
5. The Community Outreach element coordinates closely with the affected District response agencies to identify community leaders (e.g., grassroots, political, religious, educational, business, labor, and ethnic) and neighborhood advocacy groups that will assist in rapidly disseminating information, identifying unmet needs, establishing ongoing dialogue and information exchange, and facilitating collaborative multi-organizational and multi-level planning and mutual support for emergency recovery (e.g., federal and/or District, as appropriate, based on the conditions and nature of the emergency).

B. Organization

1. The Director of Communications and the Director of the Mayor's Office of Community Relations and Services have been designated as the lead ESF #15 coordinators to support public and community information dissemination at the earliest possible moment upon District awareness that an emergency is imminent or has occurred.
2. The community outreach element is responsible for organizing and managing the field component, which interfaces with response entities, community organizations, and emergency victims. The field component is organized similarly to the District government Ward structure. There are two Neighborhood Services Coordinators designated in each Ward. During an emergency, Neighborhood Services Coordinators may assist in the

supervision of Ward teams to enhance day-to-day communications. If required, Neighborhood Services Coordinators will report to the Community Outreach Coordinator or designee located at the EOC.

C. Notification

In response to an anticipated or actual event, ESF #15 critical staff will be notified, activated, and deployed. Staff from other District agencies and departments may be used to augment operations in an emergency, as needed.

D. Response Actions

1. Initial Actions of Media Personnel

- a. Direction of and decision-making about media relations and public information operations at the JIC will be the responsibility of the Mayor's Director of Communications.
- b. An individual at the JIC will be designated to take the lead on all housekeeping activities (maintenance, equipment supplies, etc.).
- c. A coordination desk will be established in the public JIC area, staffed by public information officers. This will serve as a central point from which all information (announcements, status reports, responses to queries, plans for briefings, etc.) will be disseminated. There will also be a work area for public information within the EOC.
- d. An initial news release will be issued no later than one hour from the time a operation level-3 condition has been declared.

2. Initial Actions of Outreach Personnel

- a. Direction of and decision-making about community outreach activities will be the responsibility of the individual District department or agency.
- b. Establish contact via fax/phone with District Councilmembers; Members of Congress, including Members from the region, Congressional leadership and members of the House and Senate District Committees, and the Governors of Virginia and Maryland.
- c. Receive status reports from Neighborhood Service Coordinators personnel concerning emergencies and casualties in the neighborhoods.

- e. Translate media advisories and press releases into foreign languages for dissemination.
- f. Determine need to engage volunteer corps and to which specific areas they should be deployed.

3. Continuing Actions of Media Personnel

- a. In an emergency, oral communications (e.g., briefings and responses to queries) become the primary method of informing the news media.
- b. News briefings will be conducted on a regular basis or as events dictate. All official news briefings shall be conducted by senior officials, preferably by the Mayor, and shall be held at the EOC whenever possible. Technical briefers and well-versed public information officers will be available to handle queries by phone and in person between news briefings.
- c. Organizations wishing to speak at news briefings will coordinate with the JIC. The JIC will determine where public messages will be disseminated and by whom.
- d. Mass distribution channels will be used by JIC staff for distribution of information (fax, e-mail, and broadcast) that is available in writing.
- e. Significant rumors that surface in calls from the public or news media should be reported to the JIC, particularly if a pattern is observed which indicates that an erroneous rumor is circulating. Accurate information on the subject will then be provided by the coordination desk to all organizations and to the news media at the JIC.
- f. Emergency advisories utilizing Channel 16 or Channel 13 may be activated to provide additional emergency information as it becomes available. The Office of Cable Television and Telecommunications will coordinate with the appropriate local radio stations to broadcast emergency advisories.
- g. The federal Emergency Alert System can be activated if needed when directed by the Mayor, or his or her designee.
- h. The District's Web site is a critical source of information for the news media and the public, and will be updated every 30 minutes or as needed.

- i. Additional agency public information officers will be identified and may be located at non-JIC response sites.
4. Continuing Actions of Outreach Personnel
 - a. Maintain a two-way exchange of information between JIC personnel and Neighborhood Services Coordinators.
 - b. Provide updated information (via fax and phone) to key community and civic leaders, JIC media personnel, DC Councilmembers, Members of Congress, District Agencies, Governors of Maryland and Virginia, and necessary ESFs.
 - c. Communicate community needs with service providing agency contacts such as: the Department of Health (medical), the Department of Human Services (food), and the Department of Parks and Recreation (shelter).
 - d. As necessary, engage volunteer corps, in coordination with Serve DC.

V. Responsibilities

A. Primary District Agency

Office of Communications, Executive Office of the Mayor (EOM)—The Office of Communications, EOM will ensure that the ESF #15 function promotes equal access to disaster assistance consistent with appropriate District and federal laws, regulations, mandates, and policies (e.g., Title VI of the Civil Rights Act, American with Disabilities Act).

Under ESF #15, the Office of Communications, EOM will establish and adhere to standardized procedures that provide for an effective level of community relations services to disaster victims, the public, the media, and other interested and involved organizations. The Office of Communications, EOM, with support from representatives from other District offices and organizations, volunteer organizations, and other sources, will prepare briefings, communication plans, press releases, fact sheets, newsletters, pamphlets, and other communications and outreach materials. These actions will take place through the JIC. Furthermore, other assistance related to outreach functions will be provided (e.g., creating and updating District Web sites, conducting public meetings, providing translators to visitors/tourists impacted by the disaster), as needed.

In the event of an emergency involving a District and/or federal government response, the Media Relations Coordinator will collaborate with federal public information officers (PIOs) from the U.S. Department of Homeland

Security/Federal Emergency Management Agency (USDHS/FEMA) and other organizations to ensure that timely, reliable, consistent, and accurate information is made available to the public, affected communities, and other relevant parties. This collaboration will take place through the JIC, located at the Unified Command Center (UCC), 2720 Martin Luther King Jr. Avenue, S.E., and will be activated by the EOM Chief of Staff. Responsibilities of the JIC include, but are not limited to:

- Monitoring news reports and media outlets to track information concerning the event, ensuring accuracy of reporting, and taking action to correct misinformation and incorrect information concerning the disaster response, recovery and mitigation operations that appear in the news media;
- Maintaining contact with and gathering information from federal, regional, District, and voluntary organizations taking part in disaster response operations;
- Handling news conferences and press operations for disaster area tours by government officials and the press;
- Coordinating with the Logistics Section to provide basic facilities, such as communications, office space, and supplies, to help the news media disseminate information to the public; and
- Providing staff and other resources for a JIC operation.

B. Support District Agencies

Each District agency has specific responsibilities to provide timely, effective, and accurate information to the citizens and visitors of the District. In the event of an emergency, each District entity shall coordinate the distribution of information to ESF #15 for dissemination to the public, the media, and other involved organizations through the Office of Communications, EOM, to ensure accurate, consistent, timely, and reliable information.

The following District agencies will provide staff and resources to support the collection of information and the dissemination of messages and information to disaster victims and the general public to promote public health and safety:

1. DC Public Schools;
2. Department of Health;
3. Department of Human Services;
4. Department of Mental Health;
5. Department of Parks and Recreation;
6. Department of Public Works;
7. District Department of Transportation;
8. Executive Office of the Mayor;
9. Fire and Emergency Medical Services Department;
10. Homeland Security and Emergency Management Agency;
11. Mayor's Office of Community Relations and Services;
12. Metropolitan Police Department;

13. Office on Aging;
14. Office on Asian and Pacific Islander Affairs, Executive Office of the Mayor;
15. Office of the Attorney General;
16. Office of Cable Television and Telecommunications;
17. Office of the Chief of Staff, Executive Office of the Mayor;
18. Office of the Chief Technology Officer;
19. Office on Latino Affairs, Executive Office of the Mayor; and
20. Serve DC.

C. Primary Federal Agency

U.S. Department of Homeland Security/Federal Emergency Management Agency (USDHS/FEMA)—The USDHS is the coordinator for ESF #15 and will provide direct, technical, and other support to the District through the District ESF #15 Emergency Liaison Officer, in conjunction with ESF #5—Emergency Management. USDHS/FEMA is able to provide the District with a number of communication resources to include:

- **Mobile Emergency Response Support (MERS)**—a deployable broadcast radio capability for multimedia communications, information processing, logistics, and operational support to federal, state, and local authorities during incidents requiring a coordinated federal response;
- **National Preparedness Network (PREPnet)**—delivers information via cable television, satellite services, personal digital devices, cell phones, and webcasts to both the public at large and to emergency responders; and
- **Recovery Radio Support**—provides official information hourly, several times a day, about the incident response and recovery effort by offering a pool feed to local stations.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the USDHS National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO. Wherever FEMA chooses to establish its operation, there will be a JIC established to coordinate the joint federal-District message to the public.

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Emergency Support Function #16 Volunteer and Donations Management

Primary District Agency:	Serve DC
Support District Agencies:	DC Public Schools Department of Health Department of Human Services Department of Mental Health Department of Parks and Recreation Department of Public Works Executive Office of the Mayor Fire and Emergency Medical Services Department Homeland Security and Emergency Management Agency Mayor's Office of Community Relations and Services Metropolitan Police Department Office of the Chief Technology Officer Office of the City Administrator Office of Communications Office of Partnerships and Grants Development Office of Property Management Office of Unified Communications
Other Support Agencies and Organizations:	American Red Cross, Headquarters American Red Cross of the National Capital Area Consortium of Universities of the Washington Metropolitan Area DC Volunteer Organizations Active in Disasters Other Non-governmental Organizations: Adventist Community Service Capital Area Food Bank Catholic Charities, USA Church World Services Vision DC Friendship Public Charter School Greater DC Cares Humane Society of the United States Local and Community Organizations Lutheran Social Services Mennonite Disaster Services National Catholic Disaster Relief Committee National Organization of Victims Assistance National Organization on Disability

Nonprofit Roundtable of Greater Washington
Southern Baptist Disaster Relief
University of the District of Columbia
Volunteers of America
Salvation Army

Primary Federal Agency: U. S. Department of Homeland Security
Federal Emergency Management Agency

Support Federal Agency: District of Columbia National Guard

I. Introduction

A. Purpose

Emergency Support Function (ESF) #16—Volunteer and Donations Management provides guidance for the engagement and coordination of volunteers, volunteer services and donations management in an emergency, and establishes a consistent framework for coordinating with volunteer organizations supporting a response. This plan does not conflict with the established procedures of voluntary agencies regarding their respective procedures for soliciting goods and services, or mobilizing their trained volunteers. However, in a District emergency, voluntary agencies are expected to abide by this document. ESF #16 strives to adhere to the Volunteer and Donations Management Support Annex as outlined in the National Response Framework (NRF). *(Note: Any reference to donated goods and services in this plan means all donated goods, all donated services, and all volunteers.)*

Volunteers

ESF #16 provides guidance for recruiting, managing, and appropriately deploying affiliated, unaffiliated, and spontaneous volunteers in an emergency. This plan provides the volunteer management framework for the District, which can be activated for a potential, imminent, or declared disaster, or during an emergency. Volunteers may be utilized and included in plans concerning emergency preparation, mitigation, response, and recover.

Donations

ESF #16 provides guidance for the coordination, management, and the acceptance, control, receipt, storage, distribution, and disposition of donated goods. This document provides the donations management framework for the District, which can be activated for a potential, imminent, or declared disaster, or during an emergency. Donations management may be utilized during emergency preparation, mitigation, response, and recover.

Serve DC is the primary District agency responsible for ESF #16. The overall mission of Serve DC is to strengthen and promote volunteer activities through three

focus areas: partnerships; national service; and volunteerism. Serve DC will accomplish ESF #16 through Volunteer and Donations Coordination Teams (VDCT). The response areas of the VDCT include phone bank operations, donations processing, resource management (logistics), volunteer engagement, volunteer coordination, and media relations.

B. Scope

This plan applies to all agencies, organizations, and personnel with direct or indirect volunteer and donations management responsibilities under the District Response Plan (DRP).

Three key aspects of this plan include:

- Volunteer Management;
- Volunteer Reception Center; and
- Donations Management.

II. Policies

A. Volunteer

1. Response activities for volunteer deployment and management (which may be undertaken by Serve DC before a mayoral or presidential declaration), will be closely coordinated with District officials including the DC Homeland Security and Emergency Management Agency (HSEMA), and appropriate volunteer agency representatives.
2. The District government looks principally to ESF #16 to coordinate voluntary organizations with *established* volunteer management structures in order to receive, process, and deploy volunteers to emergency operations.
3. Serve DC will direct the designated volunteer center (Greater DC Cares) to stand up the District's Volunteer Reception Center (VRC) for the purposes of processing and managing *unaffiliated/spontaneous* volunteers. The District government encourages spontaneous volunteers to affiliate with a recognized volunteer organization that can facilitate their involvement in emergency relief activities.
4. Serve DC will deploy and/or manage affiliated and trained volunteers to coordinate their involvement in emergency relief activities according to the needs entered through one of our established emergency management databases (WebEOC, etc).

B. Donations

1. Response activities for donations management in the form of in-kind, services, materials, etc. (which may be undertaken by Serve DC before a mayoral or presidential declaration) will be closely coordinated with other District officials, DC HSEMA, and appropriate volunteer agency representatives.
2. The District government looks principally to ESF #16 to coordinate those voluntary organizations with established donation management protocols in order to receive and deliver appropriate donated goods to impacted communities in the recovery phase.
3. The District government encourages donors interested in making financial contributions to connect with recognized and recommended voluntary organizations in order to encourage their support for emergency relief actions based on what is needed as expressed by other government officials and supporting partners.
4. The Aid MATRIX Donation System will be used during emergency preparation, mitigation, response and recovery.

III. Situation**A. Disaster Condition**

1. During and after an emergency, volunteer assistance will likely be required. During an emergency the city will likely experience a high volume of requests for various services. An emergency may affect the lives of many local response personnel and their facilities and prevent them from performing their prescribed emergency duties. Therefore supplemental support will be needed from volunteers to assist with satisfying needs registered across the city.
2. Volunteers may be called on to support various needs including outreach, sheltering, mass care, debris removal, light first aid and triage, crowd control, supply distribution, etc
3. The period immediately following an emergency is critical in engaging volunteers to assist in the response to the emergency.

B. Planning Assumptions

Volunteers

1. Volunteer management response activities will be necessary in a potential, imminent or declared disaster, or during an emergency, all of which require rapid coordination in order to mitigate potential donations issues in the response phase of disaster operations.
2. In a potential, imminent, or declared disaster, or during an emergency, volunteers will support the primary District response agency, supporting agencies, or partnering volunteer organizations.
3. All communications based on the volunteer needs of an agency and availability of volunteers will be made through Serve DC, unless the volunteer is affiliated with a partnering volunteer organization.
4. In the aftermath of a disaster, community members may self deploy with the hopes of offering assistance and potentially disrupt the critical first responder operations. Serve DC and its partners, will accept, vet, coordinate, and appropriately deploy such spontaneous volunteers through the Volunteer Reception Center Plan.
5. In smaller emergencies, volunteer management may be handled by voluntary organizations with or without federal, District, or Serve DC coordination.
6. Serve DC will work closely with ESF #15—External Affairs to produce clear, consistent, and regular messages to the media. Serve DC also will conduct volunteer engagement analysis, particularly by monitoring news sources for appeals for volunteers.
7. Key preparedness steps are critical for the successful activation of ESF #16. Those steps include but are not limited to:
 - a. Outreach to an affiliated and trained network of volunteers;
 - b. Public education, recruitment, and training of volunteers to serve various agencies during an emergency;
 - c. Exercising the activation and operation of Volunteer Reception Centers;
 - d. Evaluation of Volunteer Reception Center procedures; and
 - e. Production of after-action briefings on volunteer management operations and revise Standard Operating Procedures (SOPs) accordingly.

8. Efficient and effective mutual aid among the various local, state, and federal volunteer agencies requires the use of Incident Command Structure in accordance with the National Incident Management System (NIMS), together with compatible equipment and communications

Donations

1. Donations management response activities will be necessary in a potential, imminent, or declared disaster, or during an emergency, all of which require rapid coordination in order to mitigate potential donations problems in the response phase of disaster operations.
2. In an emergency, donors will offer assistance including but not limited to: cash; goods; equipment and loan of equipment; food; services; etc.
3. Serve DC will be notified of all offers of assistance made directly to all levels of government—federal and District—as well as to voluntary organizations for coordination purposes.
4. In smaller-scale emergencies, donations management may be handled by voluntary organizations with or without federal, District or Serve DC coordination.
5. Serve DC will work closely with ESF #15—External Affairs to produce clear, consistent and regular messages to the media pertaining to the ongoing needs as relayed by District officials and community partners.
6. Key preparedness steps are critical for the successful activation of ESF #16. Those steps include but are not limited to:
 - a. Communication with participating organizations about their potential role in donations management;
 - b. Training of ESF #16 representatives in the Donations Management System (Aid MATRIX);
 - c. Conducting donations management exercises;
 - d. Dissemination of public information in coordination with ESF #15—External Affairs, regarding donations acceptance protocols; and
 - e. Conducting after-action briefings on donations management operations and revise SOPs accordingly.

IV. Concept of Operations

A. General

The VDCT will coordinate with the Joint Information Center (JIC) and ESF #15—External Affairs to release timely information to the public. The types of information released will include updates on community needs, agencies involved in emergency relief, acceptable donations, volunteer needs, and points of contact (POCs) for the public to volunteer and/or make donations.

Volunteers

1. Serve DC will stand up the VRC to serve as the primary agency for managing *spontaneous/unaffiliated* volunteers during an emergency. Management of volunteers requires a coordinated effort by all involved government entities, voluntary and community-based organizations, the business sector, and the media.
2. VDCT coordinating activities may include:
 - Enhancing voluntary organization coordination;
 - Establishing a VRC;
 - Coordinating with government officials and partners to determine volunteer needs and designation of VDCTs;
 - Providing volunteer management communications support as necessary, creating parameters and instructions for proper donation of time and effort;
 - Working with ESF #15—External Affairs to disseminate information to the general public about volunteer needs;
 - Coordinating with appropriate federal agencies for international offers of assistance that meet acceptance criteria established by the District and the U.S. Department of Homeland Security/Federal Emergency Management Agency (USDHS/FEMA); and
 - Coordinating with ESF #5—Emergency Management to provide updates for situation and after-action reports.

Donations

1. Serve DC will serve as the primary agency for managing donations during an emergency. Management of donations requires a coordinated effort by all involved government entities, voluntary and community-based organizations, the business sector, and the media.
2. The VDCT will work closely with voluntary organizations and agencies. In times of emergency, the team will activate donations management plan.
3. VDCT coordinating activities may include:
 - Enhancing coordination with volunteer organizations;
 - Securing District warehouse spaces, points of entry, and checkpoints through the Office of Property Management;

- Activating the Aid MATRIX Donations System;
- Coordinating with appropriate federal agencies for international offers of assistance that meet acceptance criteria established by the District and the U.S. Department of Homeland Security/Federal Emergency Management Agency (USDHS/FEMA; excluding solicitation of donations to non-District government organizations); and
- Coordinating with ESF #5—Emergency Management to provide information for situation and after-action reports.

B. Organization

1. Volunteer and Donations Coordination Team Leader

- a. A VDCT leader will be determined by Serve DC based on the specific needs related to the emergency.
- b. The VDCT leader will serve as the liaison to the Consequence Management Team (CMT).
- c. This team will facilitate efficient, effective, and fair distribution of donations to vetted organizations that have registered their needs through AidMatrix or WebEOC.
- d. The VDCT leader will have a clear understanding of the National Response Framework (NRF) and the DRP to ensure actions are conducted in accordance with the incident command system and the NRF Volunteer and Donations Management Support Annex.

2. Volunteer and Donations Coordination Team (VDCT)

The VDCT is an operational team led by Serve DC and made up of representatives from District government agencies, voluntary agencies, and community-based organizations.

- a. The VDCT is created, trained, vetted, and operational before a disaster strikes as part of the preparation phase of ESF #16.
- b. The VDCT *can* be organized into six response areas:
 - 1) Phone Bank Operations;
 - 2) Donations Processing;
 - 3) Resource Management (Logistics);
 - 4) Volunteer Engagement;
 - 5) Volunteer Coordination; and
 - 6) Media Relations.

- c. Determined by the nature of the disaster, Serve DC will utilize AidMATRIX, which serves as a portal to relay consistent messaging to the public, a clearinghouse for donation registration, a registration tool for needs from vetted partners, and a means to document official needs as identified by district officials. All partners and supporting agencies will recognize AidMatrix as the approved donations management system and will promote this tool through their various modes of communication.
- d. The VDCT will activate a warehouse management system to hold all donations and shipments at a safe distance from the disaster area.
- e. The VDCT will obtain an active needs survey coordinated through the WebEOC, operating from the Emergency Operations Center (EOC).
- f. The VDCT will identify the number and type of volunteers needed based on information captured from agencies, volunteers, and partners.
- g. The VDCT will prepare an after-action report identifying strengths and weaknesses in the team's performance, and it will revise the VDCT plan and training accordingly.
- h. The VDCT will provide ongoing training efforts to all team members and partners who utilize the AidMatrix portal or can provide a network of volunteers.

C. Notification

1. If ESF #16 is activated, Serve DC Emergency Liaison Officer(s) (ELO) will immediately report to the EOC. The ELO coordinates and communicates the status of volunteers and donation management to EOC.
2. Upon notification of an emergency, the ESF #16 ELO will coordinate with ESF #5—Emergency Management to determine response needs.

D. Response Activities

1. Initial Actions

As part of the EOC activation, the Executive Director of Serve DC or designee will direct the VDCT leader to initiate the following activities, as needed:

- Establish contact and begin to coordinate with representatives from the Volunteer Center and established voluntary organizations;
- Activate a VRC to welcome, process, and appropriately deploy volunteers;
- Ensure close coordination between the EOC, the VRCs, and staging areas;
- Provide status updates and other information to ESF #5—Emergency Management;

- Activate the AidMATRIX Donations System to coordinate and manage the acceptance, control, receipt, storage, distribution, and disposition of donated goods;
- Establish an incident-specific donations protocol;
- Identify donations collection and distribution sites by coordinating with representatives at the EOC; and
- Produce reports concerning donation and volunteer activities.

V. *ESF #16-specific Terms and Definitions*

- **Affiliated Volunteer**—one who is affiliated with either a governmental agency or non-governmental organization (NGO), and who has been trained for a specific role or function in disaster relief or response during the preparedness phase. While spontaneous volunteers may bring needed skills and resources, affiliated volunteers will most likely be used first in a disaster. Examples of affiliated volunteer groups include Community Emergency Response Teams (CERT), the Auxiliary Communications Service (ACS), Search and Rescue Teams and American Red Cross' Disaster Action Teams (DAT).
- **AidMATRIX**—a national program sponsored by FEMA that enables donations managers to serve the disaster response efforts of NGOs by connecting them with private sector partners. This multi-faceted Web portal makes disaster relief management more efficient by allowing for real-time visibility into each step of disaster relief (donations management specifically). The basic program includes powerful benefits:
 - Online Web portal is secure and easy to use with minimal training;
 - Efficiently connects federal, state and local governments to the private and voluntary sector, and to each other; and
 - Allow users to match appropriate product donation offers with NGO needs.
- **Unaffiliated/Spontaneous Volunteer**—an individual who comes forward following a disaster to assist a governmental agency or NGO with disaster-related activities during the response or recovery phase without pay or other consideration. By definition, spontaneous volunteers are not initially affiliated with a response or relief agency, or pre-registered with an accredited disaster council. However, they may possess training, skills and experience that can be useful in the relief effort. Spontaneous volunteers also may be referred to as *unaffiliated, spontaneous unaffiliated, and convergent volunteers*.
- **Volunteer**—someone who willingly provides his/her services without receiving financial compensation.

VI. Responsibilities

A. Primary District Agency

Serve DC—Serve DC will serve as the primary agency for managing volunteers and donations during an emergency. This is done through the Donations Coordinator who works with government entities, voluntary and community-based organizations, the business sector, and the media.

B. Support District Agencies

- 1. DC Public Schools (DCPS)**—DCPS will provide space/facilities and staff to support VDCTs, and will help in receiving, organizing, and distributing donations.
- 2. Department of Health (DOH)**—DOH will provide information on the types of donations and/or trained volunteers that would be most beneficial to assist victims during the disaster.
- 3. Department of Human Services (DHS)**—DHS will work with volunteer organizations to coordinate the delivery of donated goods and services to shelters and will assist with FEMA procedures relative to emergency declarations.
- 4. Department of Mental Health (DMH)**—DMH will provide a Clearinghouse Communication Center for volunteers to provide mental health services for those seeking assistance. This clearinghouse also acts as a referral service for local community members seeking such support.
- 5. Department of Parks and Recreation (DPR)**—DPR will provide space/facilities and staff to support VDCTs, and will help in receiving, organizing, and distributing donations.
- 6. Department of Public Works (DPW)**—DPW will provide transportation assistance to support the VDCTs or voluntary organizations in distributing donated goods and services.
- 7. Executive Office of the Mayor (EOM)**—EOM will conduct the community relations aspects of requesting donated goods for emergencies.
- 8. Fire and Emergency Medical Services Department (FEMS)**—FEMS will coordinate with Serve DC in managing donations, including notification when donations are about to be or have been depleted.

9. **Homeland Security and Emergency Management Agency (HSEMA)**—HSEMA will serve as a support agency managing requested resources. HSEMA manages the notification to Serve DC during an incident and provides requests for volunteers and donated goods through ESF #5—Emergency Management.
10. **Mayor’s Office of Community Relations and Services**—The Mayor’s Office of Community Relations and Services serves as the Mayor’s primary constituent services organization will provide rapid, complete, coordinated, and documented responses to constituent requests, complaints, and questions. It also provides information on community-based needs and offers of assistance.
11. **Metropolitan Police Department (MPD)**—MPD will provide security at donation receiving and staging locations, and will provide escort assistance.
12. **Office of the Chief Technology Officer (OCTO)**—OCTO will provide information technology and information management support to assist in monitoring and tracking donations.
13. **Office of the City Administrator (OCA)**—OCA provides oversight and support to the Deputy Mayors and increases government effectiveness with cross-agency and targeted improvement initiatives, including the integration of strategic policy priorities, budgetary constraints, and operational directives. The office shares administration-level operational information about donations and volunteer needs.
14. **Office of Communications (OC) Executive Office of the Mayor**—OC will ensure that timely, reliable, consistent, and accurate information is made available to the public, affected communities, and other relevant parties.
15. **Office of Partnerships and Grants Development (OPGD)** - Office of Partnerships and Grants Development will provide services and assistance to increase Serve DC’s capacity to track goods and services donated to impacted communities.
16. **Office of Property Management (OPM)**—OPM will be mobilized during an emergency to aid in warehousing and staging of donated goods and services.
17. **Office of Unified Communications (OUC)**—The OUC provides centralized District-wide coordination and management of public safety voice radio technology and other public safety wireless communication systems and resources and if required, may assist in providing comprehensive information to callers about donations and volunteer needs.

C. Other Support Agencies and Organizations

1. **American Red Cross (ARC) Headquarters**—ARC will assist Serve DC and DC Volunteers Active in Disasters (DCVOAD) in donations management and distribution. The ARC will provide a referral to interested donors about drives, hotlines, or agencies that collect donated items that can be warehoused. The American Red Cross also will work with Serve DC to recruit and train local volunteers as needed in a relief operation.
2. **American Red Cross (ARC) of the National Capital Area**— The American Red Cross of the National Capital Area will assist in donations management and distribution. The ARC will provide a referral to interested donors about drives, hotlines, or agencies that collect donated items that can be warehoused. The American Red Cross of the National Capital Area also will work with Serve DC to recruit and train local volunteers as needed in a relief operation.
3. **Consortium of Universities of the Washington Metropolitan Area** — Participating DC-based colleges and universities, as part of the Consortium, will serve as information and technical expertise depots for volunteers and staging areas.
4. **DC Volunteer Organizations Active in Disasters (DCVOAD)**—DCVOAD will establish a process for involving member organizations in the mitigation of, preparedness for, response to, and recovery from an emergency.
5. **Other Non-governmental Organizations**—Other non-governmental organizations provide assistance, as needed, for the management of volunteers and donations. These NGOs include:
 - Adventist Community Service;
 - Capital Area Food Bank;
 - Catholic Charities, USA;
 - Church World Services;
 - Vision DC;
 - Greater DC Cares;
 - Humane Society of the United States;
 - Local and Community Organizations;
 - Lutheran Social Services;
 - Mennonite Disaster Services;
 - National Catholic Disaster Relief Committee;
 - National Organization of Victims Assistance;
 - National Organization on Disabilities;
 - Nonprofit Roundtable of Greater Washington;
 - Southern Baptist Disaster Relief;
 - University of the District of Columbia; and
 - Volunteers of America.

6. **Salvation Army**—The Salvation Army will assist Serve DC in donations management and will open and operate food distribution centers as needed as a result of an emergency. They also will assist in identifying and implementing a strategic warehouse plan, and will help to manage warehouses.

D. Primary Federal Agency

U.S. Department of Homeland Security/Federal Emergency Management Agency (USDHS/FEMA)—USDHS/FEMA will assist the District through the National Donations Strategy, assisted by private voluntary organizations with participation by federal and District emergency management personnel. USDHS/FEMA will serve as the primary federal agency for managing donations during a federally-declared disaster.

Upon a presidential declaration of an emergency or major disaster, under the authority of the Robert T. Stafford Disaster Relief Act as Amended, April 1999, federal agencies initially will operate out of the USDHS National Response Coordination Center (NRCC). When the Joint Field Office (JFO) is established near the disaster area, ESF representatives that comprise the Emergency Response Team (ERT) will be in the JFO.

E. Support Federal Agency

District of Columbia National Guard—The District of Columbia National Guard will support the safe collection and distribution of donated goods and services, at the request of HSEMA.

APPENDIX A. PLANNING ASSUMPTIONS

The following planning assumptions were considered in the development of the District Response Plan (DRP):

- An emergency may occur with little or no warning, and may escalate more rapidly than District response organizations can support.
- An emergency may cause injury, possible fatalities, property loss, and disruption of normal support systems. A large number of casualties, heavy damage to buildings and basic infrastructure, and disruption of essential public services may overwhelm the capabilities of the District to meet the needs of the situation.
- Achieving and maintaining effective citizen and community preparedness reduces the immediate demands on response organizations. Public awareness and education programs are required to ensure that citizens will take appropriate advance actions to reduce their vulnerability, especially during the first 72 hours after an emergency.
- The District will request regional and federal assistance once it has used all its available resources, through mutual aid agreements with the Commonwealth of Virginia and the State of Maryland, and through requests to the federal government.
- If there is a terrorism incident in the District, the Mayor and the District government will coordinate directly with the U.S. Department of Homeland Security (USDHS), the U.S. Department of Justice, the Federal Bureau of Investigation (FBI) Washington Field Office, and other implicated federal agencies.
- The Emergency Operations Center (EOC) will activate and Emergency Liaison Officers (ELOs) will staff the EOC to manage emergency operations.
- The DRP anticipates communication and coordination among regional and federal partners in emergency management matters to ensure cooperation, partnership, and mutual consideration of neighboring governments.
- District agencies will respond on short notice to provide timely and effective assistance through the DRP structure. Advance planning for these efforts will be based on pre-identification of resource shortfalls and contingencies.
- Each District agency and volunteer organization will document and seek reimbursement, as appropriate, for expenses incurred during emergency operations.
- Each District agency will participate in the development of plans and procedures, training opportunities, and exercises in order to achieve and maintain a high state of readiness.

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APPENDIX B. EMERGENCY SUPPORT OPERATION LEVELS

The District has adopted five operation levels to classify the estimated impact of an emergency event on the operations of the District government. To determine an operation level, the Homeland Security and Emergency Management Agency (HSEMA) may make an initial determination of emergency event impact. As information about an incident is gathered and the situation is better understood, the level may be modified. The operation levels will dictate the protective actions and measures taken by District public safety agencies.

Operation Level 1

Level 1 is the nominal posture of District agencies as they carry out daily activities, in the absence of an emergency situation, to ensure readiness. During the course of normal operations, agencies are engaged in preparedness, training, and exercise activities to ensure continual readiness. Operations plans are reviewed and equipment is checked to ensure that everything is ready, should the need arise.

Operation Level 2

Level 2 is triggered by a potential or actual emergency requiring the coordinated response of select District agencies. HSEMA alerts those District agencies and Emergency Support Functions (ESFs) that would need to take action if the potential event escalates. Throughout this level, HSEMA provides regular status alerts on the threat. A Level 2 event would consist almost entirely of field operations and an onsite command structure. The Emergency Operations Center (EOC) is staffed with HSEMA personnel without additional ESF augmentation.

Operation Level 3

Level 3 is typically triggered by an emergency or threat that requires most or all District agencies to respond or prepare to respond for a localized event that threatens life or property. A Level 3 emergency or threat consists almost entirely of field operations and onsite command structure. HSEMA alerts those District agencies and ESFs that would need to take action if the emergency or threat escalates. Throughout this level, HSEMA provides regular status alerts. The EOC is staffed with HSEMA personnel without ESF augmentation.

Operation Level 4

Level 4 requires activation of those agencies within the Consequence Management Team (CMT) that are directly affected by the emergency. It is triggered by highly probable hazardous conditions and a strong potential for property damage or loss of life. A Level 4 emergency or threat could have regional implications and might stretch the District's resources. All ESF primary agencies are notified. The EOC is staffed with HSEMA personnel and the necessary ESF representatives.

Operation Level 5

Level 5 requires full activation of the CMT. It is triggered by extremely hazardous conditions that are imminent or occurring. All primary and support agencies under the DRP are notified. A Level 5 emergency is likely to have regional implications and will likely require a request for regional or federal resources to support the District's response. The EOC is fully activated with 24-hour staffing by HSEMA personnel and all necessary Emergency Liaison Officers (ELOs).

APPENDIX C. DISTRICT AGENCY CORE COMPETENCIES

Core competencies are functional areas of expertise that relate specifically to tactical operations managed by the Operations Section. Agencies have the authority to direct operations related to their core competencies at incidents. If more than one agency is capable of performing the same tactical operations, the agency assigned a core competency will give tactical direction, by the ranking officer, to other agencies performing operations within that competency. (See *Table C-1: District Agency Core Competencies.*)

Table C-1: District Agency Core Competencies

Fire and Emergency Medical Services (FEMS) Department
Fire Suppression
Pre-hospital Emergency Medical Care
Search and Rescue
Structural Evacuation
Chemical, Biological, Radiological, and Nuclear (CBRN) / Hazardous Materials Life Safety and Mass Decontamination
Arson Investigation (Cause and Origin)
Metropolitan Police Department (MPD)
Law Enforcement and Investigation
Intelligence Collection and Analysis
Crime Scene Processing/Evidence Preservation
Site Management
Perimeter Control
Traffic Control
Crowd Control
Site Security and Force Protection
Evacuation (Area and/or Law Enforcement Related)
Water Search and Recovery
CBRNE/Hazardous Materials Assessment and Investigation (Crime Scene/Terrorism)
Crush Investigation
VIP Protection
Arson Investigation (Major Case)
Department of Public Works (DPW)
Damage Assessment (Structural)
Building Re-occupancy (Structural)
Public Buildings: Infrastructure Assessment; Repair; and Reconstruction
Snow Removal Operations
Technical Debris Management Operations
Technical Stabilization, Remediation and Demolition
DC Water and Sewer Authority (DCWASA)
Environmental Monitoring, Sampling, Evaluation, and Analysis
Environmental Mitigation (Chemical)
Environmental Law Enforcement
Water and Wastewater: Infrastructure Assessment; Repair; and Reconstruction

Department of Health (DOH)
Disease Surveillance and Epidemiology
Public Health Orders, Clinical Guidance, and Risk Communication
Mass Prophylaxis/Vaccination
Laboratory Testing (Biological and Radiological)
Public Health Assessment
Environmental Mitigation (Radiological and Biological)
Animal-Related Surveillance and Vector Control
Mental Health Needs Assessment and Service Coordination
DC Housing Authority (DCHA)
Stabilization, Remediation, and Demolition
Tenant Relocation
Office of the Chief Technology Officer (OCTO)
Telecommunications: Infrastructure Assessment; Repair; and Reconstruction
Office of Property Management (OPM)
Fatality Management Operations
Homeland Security and Emergency Management Agency (HSEMA)
Interagency Coordination and Support
Department of Parks and Recreation (DPR)
Forestry
Parks: Infrastructure Assessment; Repair; and Reconstruction
District Department of Transportation (DDOT)
Bridges and Roadways: Infrastructure Assessment; Repair; and Reconstruction
Transportation Systems Management
Potomac Electric Power Company (PEPCO), Washington Gas Company
Electric, Gas and Steam: Infrastructure Assessment; Repair; and Reconstruction
Verizon
Telecommunications: Infrastructure Assessment; Repair; and Reconstruction

APPENDIX D. EMERGENCY OPERATION FACILITIES

Within the District there are numerous emergency operating facilities that may be engaged in emergency operations. Those facilities and their respective functions are described below:

- 1. Emergency Operations Center (EOC)**

The District's EOC is located at 2720 Martin Luther King Jr. Avenue, SE. It is the central facility designated for the command and control of District emergency operations. It is where the Consequence Management Team (CMT) resides and collects, analyzes, synthesizes, and disseminates critical operational information to all relevant operational entities.
- 2. DC Operations Center**

The DC Operations Center is located adjacent to the EOC and provides communications support to the operation with all available communication media.
- 3. Joint Information Center (JIC)**

The JIC is located adjacent to the EOC for collocation of the public affairs operations of the District. It is staffed 24-hours-per-day, 7-days-per-week.
- 4. Regional Incident Communication and Coordination System (RICCS)**

The RICCS is a concept cooperatively developed between the District and the Metropolitan Washington Council of Governments. RICCS is a regional notification system that provides incident-related information to regional homeland security and public safety officials.
- 5. Metropolitan Police Department (MPD) Command Information Center (CIC)**

The CIC is the command-and-control center for the MPD and other law enforcement agencies, including the Federal Bureau of Investigation and U.S. Secret Service. If the CIC becomes inoperable for any reason, MPD will establish operations at the EOC located at 2720 Martin Luther King Jr. Avenue, SE.
- 6. Office of Unified Communications**

The Office of Unified Communications (OUC) is located at 2720 Martin Luther King Jr. Avenue, SE, and is the central 9-1-1 emergency call center for the DC Fire and Emergency Medical Services (FEMS) Department and MPD.
- 7. DDOT Traffic Management Center**

The District Department of Transportation (DDOT) Traffic Management Center (TMC) is the 24-hours-per-day, 7-days-per-week centralized command center for District-wide traffic operations. The TMC controls all of the traffic signals and monitors more than 100 closed-circuit television cameras within the District. The TMC also disseminates traveler information through its highway advisory radio.

8. Individual District Agency Operation Centers

District agencies with designated critical missions may have operations centers through which emergency operations are coordinated. These facilities should be capable of communications with the EOC and other critical command-and-control nodes in an emergency operation.

9. Mobile Units

The Homeland Security and Emergency Management Agency (HSEMA) Mobile Command Vehicle serves as an extension of the EOC and is deployable to the scene of any emergency situation. The vehicle is equipped with modern technology to support communications, coordination, monitoring, supply, accountability, and security. MPD's mobile unit, the MPD Mobile Command Center, serves as a mobile command post for police operations.

10. Pre-Designated Field Operating Areas

The District has identified five pre-designated operating areas to stage and mobilize materials, equipment, and other resources. The three operating locations within the District are Washington Convention Center, RFK Stadium, and Anacostia Naval Station. The two locations outside the District are Andrews Air Force Base and Ronald Reagan Washington National Airport.

APPENDIX E. RESPONSIBILITIES

Emergency Support Function (ESF) Primary Agencies

A District agency designated as an ESF primary agency serves as the District executive agent to accomplish the ESF mission (see *Figure E-1: Primary and Support Agencies under the DRP*). When an ESF is activated, the primary agency for the ESF has operational responsibility for the following:

- Orchestrating the District agency support within the functional area for the city;
- Providing an appropriate level of staffing for Emergency Operations Center (EOC) operations;
- Activating and subtasking support agencies;
- Managing mission assignments and coordinating tasks with support agencies, as well as other necessary organizations and federal agencies;
- Supporting and keeping other ESFs and organizational elements informed of ESF operational priorities and activities;
- Executing contracts and procuring goods and services as needed;
- Ensuring financial and property accountability for ESF activities;
- Supporting planning for short- and long-term emergency operations;
- Reviewing and updating plans and procedures associated with assigned emergency response target capabilities (see *Figure F-2: ESFs Aligned to Target Capabilities*); and
- Training and exercising with support agencies to maintain response capabilities.

ESF Support Agencies

When an ESF is activated, each support agency for the ESF has operational responsibility for:

- Supporting the ESF primary agency, when requested, by conducting operations using its authorities, cognizant expertise, capabilities, or resources;
- Supporting the primary agency mission assignments;

- Providing status and resource information to the primary agency;
- Following established financial and property accountability procedures;
- Supporting planning for short- and long-term emergency operations;
- Supporting the review and update of plans and procedures associated with assigned emergency response target capabilities (see *Figure F-2: ESFs Aligned to Target Capabilities*); and
- Participating with primary agencies in training and exercising to maintain response capabilities.

Other Support Agencies and Organizations

Other support agencies and organizations, such as other District agencies and government bodies, regional organizations, and private-sector organizations, which are not signatories to the District Response Plan (DRP), may have authorities, expertise, capabilities, or resources that may be required to support emergency operations. These entities may be requested to participate in city planning and operations activities and/or provide support to the field. For a list of these other entities and their respective roles in disaster preparedness and response, see Appendix K: Other District Government Bodies and Regional Government Organizations.

Figure E-1: Primary and Support Agencies under the DRP

District ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ESF Primary and Support Agencies under the DRP	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing and Human Services	Resource Support	Public Health and Medical Services	Search and Rescue	Oil & Hazardous Materials Response	Food	Energy	Law Enforcement	Long-Term Community Recovery & Mitigation	External Affairs	Volunteer and Donations Management
Agency	Primary (P) and Support (S) Agencies															
Executive Office of the Mayor																
Executive Office of the Mayor					S										S	S
- Mayor's Office of Community Relations and Services															S	S
- Office on Aging	S					S					S				S	
- Office of the Chief of Staff															S	
- Office of the City Administrator					S											S
- Office of Communications		S			S										P	S
- Office on Asia/Pacific Islander Affairs						S									S	
- Office on Latino Affairs						S									S	
- Serve DC	S				S			S						S	S	P
District Agencies																
Child and Family Services Agency						S		S			S					
DC Public Libraries						S										
DC Public Schools	S	S	S		S	S	S				S		S		S	S
Department of Consumer and Regulatory Affairs			S	S					S	S						
Department of Corrections		S				S							S			
Department of Employment Services	S	S				S	S			S	S			S		
Department of Health	S	S		S	S	S	S	P	S	S	S		S	S	S	S
Department of Housing and Community Development														S		
Department of Human Resources	S				S		S									
Department of Human Services	S	S		S	S	P	S	S	S	S	P			S	S	S
Department of Mental Health	S			S	S	S		S	S	S	S				S	S
Department of Parks and Recreation	S	S	S		S	S	S	S			S				S	S

District ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ESF Primary and Support Agencies under the DRP	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing and Human Services	Resource Support	Public Health and Medical Services	Search and Rescue	Oil & Hazardous Materials Response	Food	Energy	Law Enforcement	Long-Term Community Recovery & Mitigation	External Affairs	Volunteer and Donations Management
	Agency Primary (P) and Support (S) Agencies															
Department of Public Works	S	S	P	S	S	S	S	S	S	S		S	S	S	S	S
Department of Small and Local Business Development														S		
Department of Youth Rehabilitation Services						S							S			
District Department of the Environment		S	S	S				S	S	S		P		S		
District Department of Transportation	P	S	S	S	S	S	S	S		S		S	S	S	S	
Fire and Emergency Medical Services Department	S	S		P	S	S	S	S	P	P			S		S	S
Homeland Security and Emergency Management Agency	S	S	S	S	P	S	S	S	S	S	S	S	S	P	S	S
Housing Finance Agency														S		
Metropolitan Police Department	S	S	S	S	S	S	S	S	S	S	S		P		S	S
Office of the Attorney General					S		S						S		S	
Office of Cable Television and Telecommunications		S			S										S	
Office of the Chief Financial Officer					S		S									
Office of the Chief Medical Examiner				S				S	S	S			S	S		
Office of the Chief Technology Officer	S	P			S		S	S							S	S
Office of Contracting and Procurement			S				P	S	S		S			S		
Office of Partnerships and Grants Development														S		S
Office of Property Management		S	S			S	S						S			S
Office of Unified Communications		S	S		S	S		S	S	S			S			S
Other Support Agencies and Organizations																
AMTRAK	S															
American Red Cross					S	S		S			S					S
Consortium of Universities of the Washington Metropolitan Area						S	S				S					S
DC Healthcare Alliance								S								
DC Hospital Association								S		S						

District ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ESF Primary and Support Agencies under the DRP	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing and Human Services	Resource Support	Public Health and Medical Services	Search and Rescue	Oil & Hazardous Materials Response	Food	Energy	Law Enforcement	Long-Term Community Recovery & Mitigation	External Affairs	Volunteer and Donations Management
Agency	Primary (P) and Support (S) Agencies															
DC Housing Authority	S				S	S							S	S		
DC National Guard	S	S				S			S	S	S	S	S			S
DC Nurses Association								S								
DC Primary Care Association								S								
DC Voluntary Organizations Active in Disaster						S										S
DC Water and Sewer Authority	S	S	S	S	S			S								
Federal Highway Administration, Division Office	S															
George Washington University Medical Center									S							
Howard University Hospital									S							
Radio Emergency Associated Communication Teams		S														
Maryland Department of Transportation	S															
Maryland Energy Administration												S				
Maryland Transit Authority	S															
Medical Chirurgical Society of DC								S								
Medical Society of DC								S								
Metropolitan Washington Council of Governments	S															
NCR Fire Departments				S					S	S						
National Medical Association								S								
Non-governmental Organizations																S
Nursing Home Association								S								
Potomac Electric Power Company	S			S	S				S			S				
Public Service Commission												S				
Salvation Army																S
University of the District of Columbia							S									S
Virginia Department of Mines, Minerals and Energy												S				

District ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ESF Primary and Support Agencies under the DRP	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing and Human Services	Resource Support	Public Health and Medical Services	Search and Rescue	Oil & Hazardous Materials Response	Food	Energy	Law Enforcement	Long-Term Community Recovery & Mitigation	External Affairs	Volunteer and Donations Management
Agency	Primary (P) and Support (S) Agencies															
Virginia Department of Transportation	S															
Verizon		S														
Virginia Rail Express	S															
Washington Gas Company				S	S				S			S				
Washington Metropolitan Area Transit Authority	S	S		S					S	S						
Washington Suburban Sanitary Commission				S												

APPENDIX F. PREPAREDNESS CYCLE

The District Response Plan (DRP) is maintained, reviewed, and updated following a preparedness cycle that includes four phases: Plan, Operate, Evaluate, and Correct (see *Figure F-1: Emergency Management Planning Cycle*). Primary and support District agencies participate in all phases of this cycle and ensure that the DRP reflects the policies, organizational structures, and methodologies they use.

Figure F-1: Emergency Management Planning Cycle



The Homeland Security and Emergency Management Agency (HSEMA) is responsible for coordinating overall planning under the DRP, including review and revision of the DRP, related annexes, and supporting operational procedures. Primary agencies are responsible for preparing and maintaining DRP Functional Annexes and planning and coordinating the delivery of emergency assistance. All agencies contribute to the development of DRP supporting material, including regional annexes and appendices, as well as supplements describing specific policies and procedures for emergency operations.

The Emergency Preparedness Council (EPC) is the principal body that addresses DRP planning and implementation. It reviews after-action reports, lessons learned, and significant changes to DRP planning and implementation. It also formulates and resolves DRP-related operational and other issues that involve interagency resolution. District agencies designate representatives to serve on the EPC and other regional and interagency bodies and working groups.

In the National Capital Region (NCR), a regional interagency planning group exists to coordinate interagency and intergovernmental issues related to emergency planning and operations. District agencies, Virginia and Maryland state emergency management agencies, and local municipality emergency management agencies designate representatives to serve on the regional-interagency planning group and to participate in regional preparedness activities. Federal agencies are encouraged to send representatives to regional meetings and to participate in regional exercise and training activities.

Capabilities-Based Planning

The preparedness of District agencies is demonstrated by their capabilities to assist during emergency response. The U.S. Department of Homeland Security (USDHS) measures the development and maintenance of capability through a concept spanning: National Planning Scenarios, Target Capabilities List (TCL), and Universal Task List (UTL).

The National Planning Scenarios provide a means for the District to conceptually prepare for a range of potential emergency incidents that address all types of hazards, including terrorism, natural disasters, and health emergencies. They represent a minimum number of scenarios rather than every possible threat or hazard. The scenarios help USDHS identify the tasks that must be performed to prevent, protect against, respond to, and recover from a scenario event. Primary ESF agencies consider these scenarios when preparing for or developing exercises and training to lead their functional area.

There are currently 15 National Planning Scenarios:

1. Improvised Nuclear Device
2. Aerosol Anthrax
3. Pandemic Influenza
4. Plague
5. Blister Agent
6. Toxic Industrial Chemical
7. Nerve Agent
8. Chlorine Tank Explosion
9. Major Earthquake
10. Major Hurricane
11. Radiological Dispersal Device
12. Improvised Explosive Device
13. Food Contamination
14. Foreign Animal Disease
15. Cyber

The UTL identifies the tasks required to prevent, protect against, respond to, and recover from the incidents defined by the scenarios. It provides very detailed information on what needs to be accomplished and under what conditions accomplishment will occur. This detail serves as a very precise way for District agencies to develop training and exercise objectives, and, if necessary, refine plans. The UTL currently contains over 1,600 tasks, about 250 of which are identified as critical tasks.

To prepare for emergency incidents in an orderly way, the tasks in the UTL can be grouped into capabilities. With a focus particularly on critical tasks, it is possible to develop a series of capabilities that provide the means to achieve a measurable outcome resulting from the performance of one or more critical tasks, under specified conditions and standards of performance. These grouped tasks are collected and defined in the TCL.

There are currently 37 Target Capabilities. The capabilities and the District ESFs aligned with them are identified in *Figure F-2: ESFs Aligned to Target Capabilities*, as specified in the TCL, September 2007. The District has identified a primary ESF to be responsible for understanding the current state of the District in supporting a capability, and it will manage the improvement the District makes in expanding the capability. ESFs that support the primary ESF are also identified.

The TCL assumes that District agencies currently possess a level of capability to address steady-state operations and smaller-scale emergencies and disasters (e.g., routine firefighting, law enforcement services, or seasonal flooding). The TCL is focused on identifying the unique capabilities and incremental resources related to terrorism, very large scale disasters, or pandemic health emergencies. Establishing the plans, procedures, systems, interagency relationships, training and exercise programs, and mutual aid agreements required to build capabilities for these emergencies will enhance performance for all responses to hazards, regardless of incident size.

Figure F-2: ESFs Aligned to Target Capabilities

District ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ESF Primary Agency Target Capability Alignment	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing and Human Services	Resource Support	Public Health and Medical Services	Search and Rescue	Oil & Hazardous Materials Response	Food	Energy	Law Enforcement	Long-Term Community Recovery & Mitigation	External Affairs	Volunteer and Donations Management
Target Capability	Primary (P) and Support (S) ESFs															
Common Target Capabilities																
Planning	S	S	S	S	P	S	S	S	S	S	S	S	S		S	S
Communications	S	P		S	S	S		S	S	S			S			
Risk Management					P								S			
Community Preparedness and Participation	S	S	S	S	P	S	S	S	S	S	S	S	S		S	S
Intelligence and Information Sharing and Dissemination	S	S	S	S	S	S	S	S	S	S	S	S	P		S	
Prevent Mission Area																
Info. Gathering & Recognition of Indicators & Warnings													P			
Intelligence Analysis and Production	S			S	S	S		S	S	S			P			
Counter-Terror Investigation and Law Enforcement													P			
Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Detection	S	S			S			S		P	S	S	S			
Protect Mission Area																
Critical Infrastructure Protection	S	S	S	S	S			S		S	S	S	P		S	
Food and Agriculture Safety and Defense								P			S					
Epidemiological Surveillance and Investigation								P								
Laboratory Testing								P								
Response Mission Area																
On-site Incident Management	S			P	S				S	S			S			
Emergency Operations Center Management					P											
Critical Resource Logistics and Distribution	S	S	S	S	P	S	S	S	S	S	S	S	S		S	S
Volunteer Management and Donations																P

District ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ESF Primary Agency Target Capability Alignment	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing and Human Services	Resource Support	Public Health and Medical Services	Search and Rescue	Oil & Hazardous Materials Response	Food	Energy	Law Enforcement	Long-Term Community Recovery & Mitigation	External Affairs	Volunteer and Donations Management
Target Capability	Primary (P) and Support (S) ESFs															
Responder Safety and Health			S	P	S	S		S	S	S	S	S				
Emergency Public Safety and Security Response													P			
Animal Disease Emergency Support						P					S					
Environmental Health	S							P			S					
Explosive Device Response Operations	S			S	S			S	S	S				P		
Fire Incident Response Support				P												
WMD/Hazardous Materials Response and Decontamination											P					
Citizen Evacuation and Shelter In-Place	S				P	S		S					S			S
Isolation and Quarantine								P								
Search and Rescue									P				S			
Emergency Public Information and Warning					P											S
Emergency Triage and Pre-Hospital Treatment	S			P				S								
Medical Surge								P								
Medical Supplies Management and Distribution	S	S			S		S	P					S		S	S
Mass Prophylaxis								P								
Mass Care (Sheltering, Feeding, and Related Services)						P		S								
Fatality Management								P					S			
Recover Mission Area																
Structural Damage Assessment	S		P													
Restoration of Lifelines	S	S	P									S				
Economic and Community Recovery						S								P	S	

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APPENDIX G. AUTHORITIES

The following are the authorities that provide the legal basis for this District Response Plan.

District

1. District of Columbia Public Emergency Act of 1980, D.C. Official Code § 7-2301 *et seq.*, Public Emergencies (2001).
2. D.C. Official Code 1-1401 *et seq.* (2001).
3. D.C. Official Code sec. 7-2201 *et seq.*, Civil Defense Declaration of Intent, (1950), *amended by* Homeland Security, Risk Reduction, and Preparedness Amendment Act of 2006.
4. D.C. Official Code sec. 7-2209, Civil Defense Compacts (1950).
5. District of Columbia Anti-Terrorism Act of 2002, D.C. Official Code § 22-3151 *et seq.* (2002).
6. District of Columbia Home Rule Act, *as amended*. D.C. Official Code 1-204.21(c)(2) (1973).

Federal

1. Federal Civil Defense Act of 1950, *as amended*, 50 U.S.C., App. 2551 *et seq.* (1950).
2. Flood Control Act of 1950, 33 U.S.C. 701n (1950).
3. Price-Anderson Act, 42 U.S.C. 2210 (1957).
4. National Historic Preservation Act, 16 U.S.C. § 470 *et seq.* (1966).
5. Food Stamp Act, 7 U.S.C. 2011 *et seq.* (1964).
6. Flood Disaster Protection Act of 1973, *as amended*, 42 U.S.C. 4001 *et seq.* (1973).
7. Earthquake Hazards Reduction Act, 42 U.S.C. 7701 *et seq.* (1977).
8. Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA), *as amended*, 42 U.S.C. 9610 (1980).
9. Department of Defense Authorization Act, 94 Stat. 1077 (1980).
10. Superfund Amendments and Reauthorization Act (SARA) of 1986, 42 U.S.C. 11001 *et seq.* (1986).

11. The Clean Air Act Amendments of 1990, 42 U.S.C. 7401-7671 (1990).
12. Hazardous Materials Transportation Uniform Safety Act, 104 Stat. 3244 (1990).
13. Stewart B. McKinney Homeless Assistance Act, 42 U.S.C. 11331-11352 (1987).
14. Older American Act of 1965, as amended, 42 U.S.C. 3001 *et seq.* (1965).
15. National Flood Insurance Act of 1968, 42 U.S.C. 4001 *et seq.* (1968).
16. *Crimes and Criminal Procedure, Use of weapon of mass destruction*, 18 U.S.C. 2332a (1985).
17. Homeland Security Act of 2002, 6 U.S.C. 101 *et seq.* (2002).
18. Homeland Security Presidential Directive-5, *Management of Domestic Incidents* (2003).
19. Maritime Transportation Security Act of 2002, 46 U.S.C. 2101 *et seq.* (2002).
20. Aviation and Transportation Security Act of 2001, 49 U.S.C. 40101 *et seq.* (2001).
21. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121 *et seq.* (2000).

Summary of District of Columbia Official Code Provisions Related to Emergency Planning and Operations

DIVISION 1 — GOVERNMENT OF THE DISTRICT

§ 1-204.11. **Subsection (b)** provides that the chairman of the D.C. Council acts as the Mayor when the Office of the Mayor is vacant.

§ 1-204.22. Provides for the general powers, duties, and functions of the Mayor to execute laws and administer the affairs of the District, including authority to designate officer(s) who may execute and perform the powers and duties of the Mayor during periods of disability or absence from the District, administer the personnel functions of the District, delegate functions, propose legislation, and issue and enforce administrative orders.

§ 1-204.23. Provides that the Mayor shall be the central planning agency for the District. He shall be responsible for the coordination of planning activities of the municipal government and the preparation and implementation of the District's elements of the comprehensive plan for the National Capital, which may include land use elements, urban renewal and redevelopment elements, a multi-year program of municipal public works for the District, and physical, social, economic, transportation, and population elements.

§ 1-204.50a. **Subsection (a)** establishes an emergency cash reserve fund that may be used for unanticipated and nonrecurring extraordinary needs of an emergency nature, including a natural disaster or calamity as defined by the Stafford Act or in the event of a state of emergency declared by the Mayor. **Subsection (b)** establishes a contingency cash reserve fund to be used for nonrecurring needs, including expenses associated with unforeseen weather or other natural disasters, unexpected obligations created by federal law, or new public safety or health needs or requirements.

§ 1-207.31. Provides for the exchange of services between the United States government and District government, by mutual agreement, with cost reimbursement to be provided other than for costs incurred by the Metropolitan Police Department in assisting the Secret Service, at the request of the Director of the United States Secret Service Division, to carry out the Secret Service's protective duties.

§ 1-303.01 – .03. Provides police regulatory authority, authorizing the D.C. Council to make and modify, and the Mayor to enforce, such reasonable and usual police regulations as are set forth therein or as the D.C. Council deems necessary for the protection of lives, limbs, health, comfort, and quiet of all persons and protection of all property within the District.

§ 1-303.42. Authorizes the Mayor, pursuant to D.C. Council regulations, to expend funds without advertising to meet conditions caused by emergencies such as riot, pestilence, public unsanitary conditions, flood, fire, storm, and similar disasters.

§ 1-319.01 – .02. Establishes District policy to use volunteer citizens in governmental programs and directs the Mayor to promulgate regulations governing the use of volunteers by District government entities.

§ 2-303.12. Authorizes contracting officers to make emergency procurements when there is an imminent threat to the public health, welfare, property, or safety under emergency conditions, as defined by rule, with maximum practical competition.

§ 2-904. Establishes the District's Office of Energy. **Subsection (g)** provides that the Office shall prepare an emergency energy shortage contingency plan designed to protect the public health, safety, and welfare, minimize the adverse impact on the physical, social, and economic well-being of the District, and provide for the fair and equitable allocation of scarce energy resources during emergency energy shortages, including reduced energy use during a state of emergency declared by the Mayor.

§ 2-1105. Defines the "Washington metropolitan region" to include the District, the counties of Montgomery and Prince Georges in the State of Maryland, and the counties of Arlington and Fairfax and the cities of Alexandria and Falls Church in Virginia.

§ 5-127.04. Vests the Mayor and members of the police force with the common-law powers of constables, with minor exceptions.

§ 5-129.03. Authorizes the Mayor, upon an emergency of riot, pestilence, invasion, insurrection, or during any day of public election, ceremony, or celebration, to appoint citizen special police, without pay, who shall exercise the powers and duties of District police officers.

§ 5-133.05. Provides that District laws and regulations for the protection of public or private property and the preservation of peace and order extend to public buildings and grounds belonging to the United States within the District.

§ 5-133.17. Authorizes cooperative agreements between the Metropolitan Police Department and federal law enforcement agencies to assist the Department in carrying out crime prevention and law enforcement activities.

§ 5-301. Shields federal law enforcement officers, from agencies that have entered into a cooperative agreement with the Metropolitan Police Department pursuant to § 5-133.17 that provides authority to make arrests in the District for nonfederal offenses, with the same legal status and immunity from suit as an MPD officer.

§ 5-414. **Subsection (a)** authorizes the D.C. Council to enter into and renew reciprocal agreements with Washington metropolitan region jurisdictions to establish and carry out a plan of mutual aid, through the furnishing of firefighting personnel and equipment, to extinguish fires and preserve life and property in emergencies in such jurisdictions. **Subsection (b)** requires that the parties waive claims against the other parties and indemnify and save harmless the other parties from third party claims. **Subsection (c)** authorizes the

Mayor to make available to the federal government District Fire Department personnel and equipment to extinguish fires and save lives on federal property anywhere in the Washington metropolitan region.

§ 5-417.01. Authorizes the Fire Chief and the Fire Marshal to investigate the causes, origin, and circumstances of every fire, explosion, or hazardous materials emergency in which the Fire Department has a reasonable interest. The Metropolitan Police Department, however, shall be the primary investigative agency for such incidents that involve critical injury, death, or assaults with intent to kill. The Fire Marshall and such other personnel designated by the Fire Chief are invested with the general police powers, including arrest, as regular members of the MPD.

§ 5-1307. Makes it unlawful for any person to knowingly, recklessly, or with culpable negligence interrupt, disrupt, impede, or otherwise interfere with the transmission of a two-way radio communication informing or inquiring about an emergency or to transmit false information about an emergency on any two-way radio frequency.

§ 7-131. – 140. Provides legal authority to prevent the spread of communicable disease. The Mayor is authorized, upon the advice of the Commissioner of Public Health (now the Director of the Department of Health), to issue rules to prevent and control the spread of communicable diseases, including requirements and procedures for restriction of movement, isolation, and quarantine. Persons believed to be carriers of communicable diseases who are a danger to the lives and health of others may, by written order of the Director of the Department of Human Services, be detained in an institution or place designated by the Director. Such person may be detained, provided that specified legal protections are provided, until such person is no longer a threat to the public health and safety. In carrying out these provisions, the Director has broad powers to access buildings for inspection. Anyone who interferes with persons carrying out duties and functions related to carrying out the authority of **Subsections 131 to 140** has committed an unlawful act.

§ 7-2201. Provides a statement of congressional intent that the District shall develop plans and programs to provide necessary protection, relief, and assistance for persons and property in the event that enemy attack, sabotage, or other hostile action shall occur or become imminent.

§ 7-2202.0 – 2208. Establishes in the District government an Office of Emergency Preparedness (designated the Emergency Management Agency by Mayor's Order 98-189, Jan. 8, 1999, hereinafter referred to as EMA). EMA is authorized and directed, subject to the discretion and control of the Mayor, to do the following: (1) prepare a comprehensive plan and program for civil defense, to be integrated into federal civil defense plans and those of nearby states and appropriate political subdivisions; (2) institute training and public information programs, organize, equip, and train civil defense units, and take other preparatory steps in advance of actual disaster; (3) conduct studies and surveys of District civil defense resources and capabilities and plan for the emergency use thereof; (4) develop and enter into mutual aid agreements with states and political subdivisions thereof for reciprocal civil defense aid and mutual assistance, consistent with the national civil defense

plan and program; (5) employ personnel and expend funds; (6) cooperate with governmental and nongovernmental agencies, organizations, associations, and other entities to coordinate civil defense activities in the District; (7) accept facilities, supplies, and funds from the federal government; (8) use services, supplies, and facilities of District departments, offices, and agencies and, when authorized by the Mayor, use District funds to match federal funds for the purchase of civil defense equipment and supplies; and (9) perform such other functions as the Mayor may assign.

§ 7-2209. Authorizes the Mayor to enter into and execute to interstate civil defense compacts with the states and sets forth the substance of the language to be used for such compacts.

§ 7-2301. Defines terms, including “Emergency operations plan” and “Public emergency.” Emergency operations plan means the District’s state plan for public emergency preparedness and prevention pursuant to the Disaster Relief Act of 1974 and **§ 7-2302.**

§ 7-2302. Public emergency means any disaster, catastrophe, or emergency situation where the health, safety, or welfare of persons in the District is threatened by reason of the actual or imminent consequences within the District of (1) enemy attack, sabotage, or other hostile action; (2) severe and unanticipated resource shortage; (3) fire; (4) flood, earthquake, or other serious act of nature; (5) serious civil disorder; (6) any serious industrial, nuclear, or transportation accident; (7) explosion, conflagration, or power failure; or (8) injurious environmental contamination which threatens or causes damage to life, health, or property.

§ 7-2302. – 2303. Authorizes the Mayor to establish a program of public emergency preparedness using appropriate District agencies, to include (1) the development of an emergency operations plan that sets forth a program to prepare for and provide assistance necessary for regulations and procedures, and the conduct of exercises; (2) posting of public emergency evaluations; (3) periodic program review; and (4) coordination of federal and public notice requirements and transmittal to the D.C. Council for review and approval or disapproval.

§ 7-2304. – 2308. Governs the issuance of emergency executive orders by the Mayor, their duration and extension, publication requirements, and other authority. The Mayor is authorized under **§ 7-2304** to issue an emergency executive order upon reasonable apprehension of the existence of a public emergency and a determination that such order is necessary for the immediate preservation of the public peace, health, safety, or welfare, and as a prerequisite to requesting emergency or major disaster assistance under the Disaster Relief Act of 1974. Such order shall define (1) the existence, nature, extent, and severity of the public emergency; (2) the measures necessary to relieve the public emergency; (3) the specific requirements of the order and the persons upon whom the order is binding; and (4) the duration of the order. Upon issuing the order, the Mayor may issue an emergency executive order, which shall state:

- (1) Expend appropriated funds to carry out public emergency service missions and responsibilities;

- (2) Implement provisions of the emergency operations plan without regard to certain operating procedures;
- (3) Implement measures to protect persons and property in the District, including evacuation of persons in the District to District emergency shelters or to shelters outside of the District with the approval of the Governor of the receiving state, and to provide for the reception, sheltering, maintenance and care of such evacuees. Evacuation of any personnel or activity of the federal government requires the consent of the president or must be conducted pursuant to a prearranged evacuation plan;
- (4) Require the shutting off, disconnection, or suspension of service from, or by, gas mains, electric power lines, or other public utilities;
- (5) Destroy or remove from the District contaminated real or personal property;
- (6) Issue orders or regulations to govern the use, sale, production, and distribution of food, fuel, clothing, and other commodities, materials, goods, services, and resources as required by the emergency operations plan or any federal emergency plan;
- (7) Direct the hours during which business can be conducted, and direct persons or classes of persons to remain off the public streets if a curfew is required;
- (8) Establish public emergency service units;
- (9) Expand District governmental units concerned with public emergency services;
- (10) Exercise operational direction over all District departments and agencies;
- (11) Procure supplies and equipment, institute training and public information programs, and take other steps to ensure adequately trained and equipped personnel;
- (12) Request predicator assistance or the declaration of a major disaster from the federal government, certify the need for federal disaster assistance, and commit needed District funds to alleviate the damage, loss, hardship, and suffering resulting from the disaster; or
- (13) Prevent or reduce harmful consequences of the disaster.

The Mayor also is authorized under § 7-2305 to issue regulations or recommend specified legislation to the D.C. Council. § 7-2306 provides that an emergency order can be effective for no more than 15 calendar days after it is signed by the Mayor, can be rescinded if the emergency abates, and can be extended for up to an additional 15 days, upon request of the Mayor, if the D.C. Council adopts an emergency act. Provisions are made for extenuating circumstances, publication of emergency orders, adoption of implementing rules and regulations, and inter-jurisdictional coordination. § 7-2307 provides a fine for the violation of an emergency executive order and § 7-2308 suspends the District's Administrative Procedure Act for actions taken pursuant to an emergency order until after the expiration date of the order.

Key Word Index to D.C. Code Emergency Planning and Operations Provisions (by D.C. Code §)

BUSINESS HOURS: 7-2304. – 2308.

COMMUNICABLE DISEASES: 7-131. – 140.

COUNCIL—POWERS AND DUTIES: 1-303.01 – 03.; 1-301/42.; 5-414.

CURFEW: 7-2304. – 2308.

EMERGENCY EXECUTIVE ORDER: 7-2304. – 2308.

EMERGENCY MANAGEMENT AGENCY: 7-2202. – 2208.

EMERGENCY OPERATIONS PLAN: 7-2301.; 7-2302. – 2303.; 7-2304. – 2308.

EMERGENCY PLANNING: 2-904.; 7-2201.; 7-2202. – 2208.; 7-2301.

EMERGENCY RADIO: 5-1307.

ENERGY RESOURCES: 2-904.

EVACUATION: 7-2304. – 2308.

FEDERAL GOVERNMENT: 1-207.31; 5-133.05; 5-301.; 7-2302. – 2303.; 7-2304. – 2308.

FIRE DEPARTMENT: 5-417.01.; 7-2304. – 2308.

FUNDS: 1-303.42.; 1-303.50A.; 2-302.12; 7-2304. – 2308.

INTERJURISDICTIONAL COMPACTS, AGREEMENTS, and COOPERATION: 5-414.; 7-2209.; 7-2302. – 2303.

ISOLATION: 7-131. – 140.

LAW ENFORCEMENT AUTHORITY: 1-303.01. - .03.; 5-127.04.; 5-417.01.

MAYOR – POWERS AND DUTIES: 1-204.22.; 1-204.23.; 1-303.01. - .03.; 1-303.42.; 5-127.04.; 5-414.; 7-131. – 140.; 7-2209.; 2-2302. – 2303.; 7-2304. – 2308.

METROPOLITAN POLICE DEPARTMENT: 1-207.31.; 5-133.17.; 5-301.

MOVEMENT – RESTRICTIONS: 7-131. – 140.

PLANNING – GENERAL: 1-204.23

PROCUREMENT: 2-303.12.; 7-2304 – 2308.

PROPERTY – DESTRUCTION AND REMOVAL: 7-2304. – 2308.

QUARANTINE: 7-131. – 140.

RATIONING: 7-2304. – 2308.

SUCCESSION IN OFFICE – MAYOR: 1-204.11(B).

UTILITIES: 7-2304. – 2308.

VOLUNTEERS: 1-319.01. – 02.; 5-129.03.

WASHINGTON METROPOLITAN REGION: 2-1105.

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APPENDIX H. RESOURCE COORDINATION AND MANAGEMENT

The District will coordinate and manage resources in the following manner:

- Internal District resources will be used as the first line of support in response to an emergency. Interstate mutual aid can provide an additional option for timely and cost-effective resource support.
- Initial sources are internal government supplies, including available surplus and excess property, and agency stock. Resources are acquired using a standard government procurement vehicle, such as a purchase order, blanket purchase agreement, contract, or cooperative agreement.
- An appropriate level of management oversight, protection, and accountability must be assured—from acquisition through final disposition—for all District agencies utilizing property brought to, used at, loaned by, or acquired at an emergency site.
- District agencies may coordinate with volunteer organizations that provide a wide variety of relief goods and services. Donations often play an important role in supplying victims with essential needs.
- In addition, District agencies are encouraged to take advantage of current partnership relations with the private sector. Businesses both inside and outside the affected area can supply critical resources during response operations and assist in restoring essential services and rebuilding the economic base during recovery operations. (As potential emergency victims, private-sector businesses also are urged to identify their risks, develop appropriate contingency plans, and take corrective actions prior to an emergency.)
- The Director of the Consequence Management Team (CMT, defined in the base plan, *III. Concept of Operations; Section B: Organizational Roles, Responsibilities, and Relationships*) may coordinate with another District agency in directing completion of a specific task or provision of a service in anticipation of, or in response to a Mayoral declaration of an emergency. The CMT is activated during emergencies that are large enough or significant enough that they could be regional in nature.
- In an event requiring massive resources, the CMT leadership and/or the DC Coordinating Officer (DCCO) should resolve conflicting priorities requiring the same resources.

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APPENDIX I. CATALOGUE OF AGREEMENTS

The following is a list of mutual aid agreements and compacts that are applicable to this plan and to emergency operations in the District.

1. Federal/State Agencies
 - a. National Weather Service (Forecast Office)—January 1, 1988 (Dissemination of Severe Weather Information).
 - b. Federal Emergency Management Agency—October 1986 (Continuing Use of FEMA National Radio System).
 - c. Interstate Compact—State of Maryland, May 1954.
 - d. Interstate Compact—Commonwealth of Virginia, June 1954.
2. Intergovernmental
 - a. Metropolitan Washington Council of Governments Fire and Rescue Mutual Aid Operations Plan.
3. Private Sector
 - a. Joint Agreement for Emergency Services and Support Civil Air Patrol—1988.
4. Memorandum of Understanding—Washington Chapter, National Defense Transportation Association—May 1987.

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APPENDIX J. NATIONAL CAPITAL REGION COMPOSITION

The Regional Emergency Coordination Plan defines the National Capital Region as the following:

- District of Columbia;
- Alexandria, VA;
- Arlington County, VA;
- Bowie, MD;
- College Park, MD;
- Fairfax County, VA;
- Fairfax, VA;
- Falls Church, VA;
- Frederick County, MD;
- Gaithersburg, MD;
- Greenbelt, MD;
- Loudoun County, VA;
- Manassas, VA;
- Manassas Park, VA;
- Montgomery County, MD;
- Prince George's County, MD;
- Prince William County, VA;
- Rockville, MD; and
- Takoma Park, MD.

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APPENDIX K. OTHER DISTRICT GOVERNMENT BODIES AND REGIONAL GOVERNMENT ORGANIZATIONS

The District government structure includes organizations that have important roles to play in the District Response Plan (DRP). In addition, regional and government organizations in which the District is a critical player have capabilities and resources that may be required to support the city's emergency operations activities. The following are some of the key District and regional organizations whose functions make them key players in the DRP:

- ***Emergency Preparedness Council (EPC)***. The Mayor's Emergency Preparedness Council monitors, evaluates, and implements the District's preparedness actions. The EPC meets quarterly and is made up of representatives from all Emergency Support Function (ESF) primary and support agencies, as well as regional organizations, such as the DC Hospital Association, the DC Water and Sewer Authority, the Metropolitan Washington Area Transit Authority, and the American Red Cross.

The EPC is chaired by the Homeland Security and Emergency Management Agency (HSEMA) Director and staffed by HSEMA. Specifically, the EPC is charged with:

- Continually reexamining 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
 - Making recommendations on improving District planning for, response to, and recovery from, emergency and disaster events as well as emerging threats.
- ***Advisory Neighborhood Commissions (ANCs)***. ANCs are advisory boards composed of residents elected from the District's diverse neighborhoods. The commissions are independent bodies that advise the government on policy issues affecting their particular community. There are 37 ANCs in the District, each divided into subareas called Single Member Districts, which have approximately 2,000 residents. ANCs consider a wide range of programs and policies affecting their neighborhoods. ANCs were created to ensure input from an advisory board that is made up of the residents of the neighborhoods that are directly affected by government action. In this sense, the ANCs are the body of government with the closest official ties to the people in a neighborhood. ANC commissioners can play a vital role in communicating information and identifying public concerns about preparedness issues through their frequent meetings and correspondence with citizens in their neighborhoods.
- ***Political Wards***. The District's 37 ANCs are divided among the eight political Wards in the city. Thirteen District City Council Members represent these Wards. The City Council is the legislative body which includes a representative elected from each of the eight Wards and five members, including the Chairman, elected at-large. The Council

conducts its work through standing committees and special committees established as needed. Political Wards, represented by their Council members, have significant roles to play in determining resource allocation for emergency programs and operations in each District governmental agency. In addition, as the local elected representative body, the Council seeks citizen participation and holds public hearings for public comment on proposed legislation, policy initiatives, and government operations. The Council also helps citizens access government information and services. Each of these Council responsibilities and authorities is critical to each step of the city's emergency planning process—from determining budget allocations for each city agency that will affect capacity, to fulfill their role as an ESF primary or support agency, to ensuring that District citizens are well informed about preparedness in their city.

- ***DC Local Emergency Planning Council (DCLEPC)***. The DCLEPC was established to monitor and inform the public about the use of hazardous chemicals in the District of Columbia. It is a community committee composed of emergency planning specialists; higher education institutions; environmental watchdog organizations; business leaders, trade, and professional associations in the chemical industry; and representatives from the media, utility companies, and District and federal government agencies. The group comes together monthly to discuss a variety of emergency planning issues from varying perspectives. The DCLEPC provides a forum for discussing both general and agency-specific issues related to the DRP among a range of stakeholders in the city's emergency operations planning and operations processes.
- ***Metropolitan Washington Council of Governments (COG)***. COG is a regional organization of Washington area local governments composed of 19 local governments, including the District of Columbia. In general, COG provides a forum for consensus-building and policy-making and is critical to implementing intergovernmental policies, plans, and programs. In the area of emergency planning for the region, COG has worked with the District and surrounding jurisdictions to develop regional emergency plans and agreements in a range of areas, including fire, rescue, the Metro transit system, transportation, water and power supply, and snow emergencies. Ensuring consistency in the DRP and regional agreements is vital to working effectively to prepare for and respond to potential emergencies in the region.
- ***District of Columbia Schools and Area Universities***. The District schools, through the DC Board of Education, have issued a directive for all schools to develop school emergency response plans and establish school-based Emergency Response Teams. Citywide emergency response drills must be conducted each year, and security and safety procedures have been developed. In addition, operational guidelines, communication protocols, and procedures for involving law enforcement have been developed. Emergency plans and procedures for the city's schools must be consistent with those set forth in the DRP, and close communication between District primary and support agencies and the District schools and DC Board of Education is critical.

The District region also is home to more than 30 colleges and universities, each with its own individual contingency plans. Colleges and universities are faced with a variety

of potential hazardous events that pose risks to the students, faculty, administrative staff, and the institution itself. These institutions develop their own business continuity and disaster response plans, documenting roles and responsibilities, resources, and steps to take in response to an event, and to continue operations after an incident has occurred. The university is a self-contained community, but also is part of a larger community—the city in which it resides. Therefore, planning and response efforts in the District must involve these communities.

- ***Nonprofit and Volunteer Organizations***
 - ***Serve DC*** strengthens and promotes the District of Columbia’s spirit of service through partnerships, national service, and volunteerism. Serve DC focuses on three areas:
 - Developing partnerships among civic groups, government agencies, educational institutions, nonprofit organizations, corporations and small businesses, and the faith-based community;
 - Administering the AmeriCorps programs in the District and facilitating collaboration among all national service programs, including Senior Corps, Learn and Serve, AmeriCorps*NCCC and AmeriCorps*VISTA; and
 - Encouraging citizens of all ages and backgrounds to address a variety of community needs by volunteering. Serve DC leads the Citizen Corps initiative, which provides citizens with opportunities to volunteer and make their communities safer, stronger, and better prepared to address threats of terrorism, crime, and disasters.
 - ***District nonprofit organizations, national nonprofit organizations, and volunteer organizations*** located in the District are key to supporting primary and support agencies in emergency operations and planning. Activities of these groups include donation management coordination programs, volunteer services, and overall management of the flow of goods and services during disaster response and recovery operations. It is crucial to establish a consistent framework for coordinating with these organizations to support a response.
 - The ***District of Columbia Voluntary Organizations Active in Disaster (DCVOAD)*** coordinates the planning efforts of local voluntary organizations that respond to emergencies and disasters. DCVOAD was incorporated in 1999 as a nonprofit corporation to establish a process for involving member organizations in the mitigation of, preparedness for, response to, and recovery from emergencies and disasters in concert with District, federal, and private-sector emergency operations plans.
 - Regional offices also have important roles in the DRP, working directly with the District to help plan for disasters and to meet needs when emergencies occur.
- ***Hospitals and Health Care.*** The District has a partnership with the DC Hospital Association, an organization that represents the interests of 17 member hospitals and associate member hospitals throughout the District. Under this partnership, the DC

Hospital Association serves as a communications center to disseminate information to response personnel regarding hospital capacity and effective transportation of victims. They coordinate this information through ESF #8—Public Health and Medical Services. In addition, the DC Hospital Association coordinates information from hospitals regarding external decontamination facilities for use at an incident site and/or before entering hospitals.

- **Private Businesses.** HSEMA and the Office of Property Management have established communication links with private-sector associations to serve as a conduit of information among the different groups and organizations. Information likely to be shared includes details about government closings and evacuation routes. The Metropolitan Police Department also conducts building security and sweep training for building managers on a regular basis.
 - **Building Owners and Managers Association (BOMA).** BOMA provides a network forum for industry professionals to discuss mutual problems, exchange ideas, and share experience and knowledge. BOMA's government affairs and codes subject matter experts address the needs and interests of office building owners, investors, developers, and managers to national, state, provincial, and local legislators.
 - **District of Columbia Chamber of Commerce (DCCC).** DCCC is a nonprofit membership organization dedicated to improving the climate for business in the District. DCCC works to expand the economy in Washington, D.C., by attracting new jobs and creating economic opportunities for its members and District citizens. DCCC also focuses on issues that affect future growth and community development, including arts and culture, education, international trade, and government affairs.
 - **Greater Washington Board of Trade.** The Greater Washington Board of Trade is the largest regional network of business and nonprofit leaders and the only group representing all industry sectors. Board of Trade companies in the District of Columbia, Northern Virginia, and Suburban Maryland employ 40 percent of the region's private-sector workforce.

Organizations join the Board of Trade to grow their business and help build a better community. The Board of Trade:

 - Creates business opportunities through networking events and community-building projects;
 - Represents businesses and their employees on a wide range of issues; and
 - Markets the region as a vibrant place to work and live.
- **International Interests.** In situations with international interests, HSEMA communicates with the Office of Foreign Missions within the U.S. Department of State. Information is shared relating to government actions, such as established evacuation routes.

APPENDIX L. REFERENCES

1. District of Columbia. Facility Emergency Procedures, December 1999.
2. District of Columbia. Fire and Emergency Medical Services Department. Operations Plan.
3. District of Columbia. Hazard Mitigation (409) Plan, Hazard Mitigation Administrative Plan, March 2000.
4. District of Columbia. Metropolitan Police Department. Operations Plan.
5. District of Columbia. Homeland Security Strategic Plan, 2005.
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7. FEMA. Guide for All-Hazard Emergency Operations Planning, State and Local Guide (101), Attachment G Terrorism, April 2001.
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13. U.S. Capitol Police. Response Plan.
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15. U.S. Department of Health and Human Services. Receiving, Distributing, and Dispensing the National Pharmaceutical Stockpile, April 2002.
16. U.S. Department of Homeland Security. National Infrastructure Protection Plan, 2006.

17. U.S. Department of Homeland Security. National Incident Management System, March 2004.
18. U.S. Department of Homeland Security. National Response Framework, January 2008.
19. U.S. Department of Homeland Security. National Strategy for Combating Terrorism, September 2006.
20. U.S. Department of Homeland Security. National Strategy for the Physical Protection of Critical Infrastructures and Key Assets, February 2003.
21. U.S. Department of Homeland Security. National Strategy to Secure Cyberspace, February 2003.
22. U.S. Department of Homeland Security. Target Capabilities List, Version 2.0, September 2007.
23. U.S. Department of Homeland Security. Universal Task List, Version 2.1, May 2005.
24. U.S. Joint Chiefs of Staff. Chairman of the Joint Chiefs of Staff Instruction: Military Assistance to Domestic Consequence Management Operations in Response to a Chemical, Biological, Radiological, Nuclear, or High-Yield Explosive Situation, dated August 3, 2001.
25. U.S. Park Police. Operations Plan.
26. U.S. Secret Service. Continuity of Government (COG) Plan. 2004

APPENDIX M. DEFINITIONS AND ACRONYMS

ORGANIZATIONS AND TERMS

Amateur Radio Emergency Services (ARES) – A public service organization of licensed amateur radio operators who have voluntarily registered their qualifications and equipment to provide emergency communications for public service events as needed.

Commission on National and Community Service – An office under the Executive Office of the Mayor that will run competitive grant processes and administer grant funds to local nonprofit or public organizations, institutions of higher education, and District government agencies.

Consequence Management – Predominantly an emergency management function and included measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. The requirements of consequence management and crisis management are combined in the National Response Framework (NRF). See also **Crisis Management**.

Crisis Management – Predominantly a law enforcement function and included measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism. The requirements of consequence management and crisis management are combined in the National Response Framework (NRF). See also **Consequence Management**.

Critical Infrastructures (CI) – Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Cyber – Pertaining to computers and their support systems, such as servers, routers, and switches that support critical infrastructure.

Defense Support of Civil Authorities (DSCA). Refers to Department of Defense (DOD) support, including federal military forces, DOD civilians and DOD contractor personnel, and DOD agencies and components, for domestic emergencies and for designated law enforcement and other activities.

Disaster Medical Assistance Team (DMAT) – A group of medical professionals and support that stabilizes and transports victims of disasters.

Disaster Mortuary Response Team (DMORT) – A group of forensic specialists that provides victim identification and mortuary services.

Emergency – As defined by the Stafford Act, an emergency is “any occasion or instance for which, in the determination of the president, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.”

Emergency Alert System (EAS) – A system established by the Federal Communications Commission (FCC) in November of 1994 to replace the Emergency Broadcast System (EBS) as a tool the president and others might use to warn the public about emergency situations.

Emergency Broadcast System (EBS) – A system replaced by the EAS that was composed of AM, FM, and TV broadcast stations; low-power TV stations; and nongovernment industry entities operating on a voluntary, organized basis during emergencies at national, state, or operational (local) area levels.

Emergency Coordinating Officer (ECO) – A person who manages the functions of the Emergency Operations Center.

Emergency Liaison Officer (ELO) – A member of the General Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Emergency Operations Center (EOC) – The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, county, city, tribal), or by some combination thereof.

Emergency Operations Plan (EOP) – The “steady-state” plan maintained by various jurisdictional levels for managing a wide variety of potential hazards.

Emergency Support Function (ESF) – A grouping of government and certain private-sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. The ESFs serve as the primary operational-level mechanism to provide assistance to state, local, and tribal governments or to federal departments and agencies conducting missions of primary federal responsibility.

Federal Radiological Monitoring and Assessment Center (FRMAC) – An operations center, usually established near the scene of a radiological emergency, from which the federal field monitoring and assessment assistance is directed and coordinated.

First Responder – Local and nongovernmental police, fire, and emergency personnel who, in the early stages of an incident, are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from federal, state, local, tribal, or nongovernmental organizations.

Geographic Information System (GIS) – A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information (i.e., data identified according to their locations).

Hazard Mitigation Grants Program (HMGP) – A program administered by the Federal Emergency Management Agency (FEMA) to provide grants to states and local governments for implementing long-term hazard mitigation measures after a major disaster declaration.

Hazardous Material (HAZMAT) – For the purposes of ESF #1, hazardous material is a substance or material, including a hazardous substance, that has been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated (see 49 CFR 171.8). For the purposes of ESF #10 and the Oil and Hazardous Materials Incident Annex, the term is intended to mean hazardous substances, pollutants, and contaminants as defined by the National Contingency Plan (NCP).

Incident – An occurrence or event, natural or human caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP) – An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command System (ICS) – A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small, as well as large, and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, or organized field-level incident management operations.

Joint Field Office (JFO) – A temporary federal facility established locally to provide a central point for federal, state, local, and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the Joint Operations Center (JOC), the FEMA Joint Field Office (JFO), and the JIC within a single federal facility.

Joint Information Center (JIC) – A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should co-locate at the JIC.

Metropolitan Washington Council of Governments (COG) – A regional organization of Metropolitan Washington area local governments composed of 19 local governments surrounding our nation's capital, plus area members of the Maryland and Virginia legislatures, the U.S. Senate, and the U.S. House of Representatives

Mitigation – Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often developed in accordance with lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury

National Incident Management System (NIMS) – A system mandated by Homeland Security Presidential Directive 5 (HSPD-5) that provides a consistent, nationwide approach for federal, state, local, and tribal governments; the private sector; and nongovernmental organizations (NGOs) to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among federal, state, local, and tribal capabilities, the NIMS includes a core set of concepts,

principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification, and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Framework (NRF) – The NRF is a guide to how the Nation conducts all-hazards response. It is built on scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation, linking all levels of government, nongovernmental organizations, and the private sector. It is intended to capture specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

National Response Team (NRT) – The NRT, composed of the 16 federal agencies with major environmental and public health responsibilities, is the primary vehicle for coordinating federal agency activities under the NCP. The NRT carries out national planning and response coordination and is the head of a highly organized federal oil and hazardous substance emergency response network. The Environmental Protection Agency (EPA) serves as the NRT Chair, and DHS/U.S. Coast Guard serves as Vice Chair.

Preparedness – The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.

Prevention – Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Public Service Commission - An independent District Government agency established by Congress in 1913 to regulate the electric, gas, and telephone companies in the District by functioning as a quasi-judicial agency.

Recovery – The development, coordination, and execution of service- and site-restoration plans for affected communities and the reconstitution of government operations and services through individual, private-sector, nongovernmental, and public assistance

programs that identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.

Response – Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Terrorism – Any activity that (1) involves an act that (a) is dangerous to human life or potentially destructive of critical infrastructure or key resources; and (b) is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a civilian population; (b) to influence the policy of a government by intimidation or coercion; or (c) to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Weapons of Mass Destruction (WMD) – Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: *Crimes and Criminal Procedure, Use of weapon of mass destruction*, 18 U.S.C. 2332a, (1985).)

ABBREVIATIONS AND ACRONYMS**A** _____

ACS	Auxiliary Communications Services
ANCs	Advisory Neighborhood Commissions
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ARF	Arson Task Force

B _____

BDC	Bomb Data Center
BOMA	Building Owners and Managers Association

C _____

CA	City Administrator
CAMEO	Computer-Aided Management of Emergency Operations
CBIRF	Chemical, Biological Incident Response Force
CBRN	Chemical, Biological, Radiological, Nuclear
CCP	Casualty Collection Point
CDL	Commercial Driver License
CDU	Civil Disturbance Units
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CERT	Community Emergency Response Team
CFO	Chief Financial Officer
CFSA	Child and Family Services Agency
CI	Critical Infrastructure
CIC	Command Information Center
CIMS	Crisis Information Management System
CISM	Critical Incident Stress Management
CMC	Command Management Center

CMT	Consequence Management Team
COG	Continuity of Government
COOP	Continuity of Operations Plan
CPO	Chief Procurement Officer
CRI	Cities Readiness Initiative
CSCD	Cyber Security and Communications Division
CST	Civil Support Team

D

DAT	Disaster Action Team
DC	District of Columbia
DCCC	District of Columbia Chamber of Commerce
DCCO	DC Coordinating Officer
DCHA	District of Columbia Hospital Association
DCHA	District of Columbia Housing Authority
DCLEPC	District of Columbia Local Emergency Planning Council
DCNG	District of Columbia National Guard
DCOA	District of Columbia Office on Aging
DCPL	District of Columbia Public Libraries
DCPS	District of Columbia Public Schools
DCRA	Department of Consumer and Regulatory Affairs
DCVOAD	District of Columbia Volunteer Organizations Active in Disasters
DCWASA	District of Columbia Water and Sewer Authority
DDOE	District Department of the Environment
DDOT	District Department of Transportation
DHCD	Department of Housing and Community Development
DHHS	Department of Health and Human Services
DHMO	District Hazard Mitigation Officer
DHR	Department of Human Resources
DHS	Department of Human Services

DMAT	Disaster Medical Assistance Team
DMH	Department of Mental Health
DMME	Virginia Department of Mines, Minerals, and Energy
DMORT	Disaster Mortuary Response Team
DOC	Department of Corrections
DoD	Department of Defense
DOES	Department of Employment Services
DOH	Department of Health
DPR	Department of Parks and Recreation
DPW	Department of Public Works
DRP	District Response Plan
DSCA	Defense Support of Civil Authorities
DSLBD	Department of Small and Local Business Development
DWI	Disaster Welfare Information
DYRS	Department of Youth Rehabilitation Services

E

EAS	Emergency Alert System
EBS	Emergency Broadcast System
ECC	Emergency Communications Center
ECO	Emergency Coordinating Officer
EEI	Essential Element of Information
ELO	Emergency Liaison Officer
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOM	Executive Office of the Mayor
EOP	Emergency Operations Plan
EPC	Emergency Preparedness Council
ERT	Emergency Response Team
ERT-A	Emergency Response Team – Advance Element

ESF	Emergency Support Function
ESP	Essential Service Protection
EST	Emergency Support Team
ETA	Emergency Transportation Annex
F _____	
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FEMS	Fire and Emergency Medical Services Department
FHWA	Federal Highway Authority
FMA	Fleet Management Administration
FMAP	Flood Mitigation Assistance Program
FMARS	Fire Mutual Aid Response System
FOMA	Facilities Operations Maintenance Administration
FRMAC	Federal Radiological Monitoring and Assessment Center
G _____	
GETS	Government Emergency Telecommunications Service
GIS	Geographic Information System
GSA	General Services Administration
GWUMC	George Washington University Medical Center
H _____	
HAZMAT	Hazardous Materials
HECC	Health Emergency Coordination Center
HFA	Housing Finance Agency
HMARS	Hospital Mutual Aid Radio System
HMGF	Hazard Mitigation Grants Program
HSEMA	Homeland Security and Emergency Management Agency

HSPD	Homeland Security Presidential Directive
I _____	
IAP	Incident Action Plan
ICS	Incident Command System
IMT	Incident Management Team
IST	Incident Support Team
IT	Information Technology
J _____	
JFHQ-NCR	Joint Force Headquarters- National Capital Region
JFO	Joint Field Office
JIC	Joint Information Center
JOC	Joint Operations Center
JOCC	Joint Operations Command Center (MPD)
JTPA	Job Training Partnership Act
L _____	
LAN	Local Area Network
LSDBE	Local, Small, and Disadvantaged Business Enterprises
M _____	
MAA	Mutual Aid Agreement
MAOP	Mutual Aid Operations Plan
MDOT	Maryland Department of Transportation
MEA	Maryland Energy Administration
MERS	Mobile Emergency Response Support
MFF	Mobile Field Force
MOA	Memorandum of Agreement
MOCR	Mayor's Office of Community Relations and Services
MOU	Memorandum of Understanding
MPD	Metropolitan Police Department

MTA	Maryland Transit Authority
N _____	
NARAC	National Atmospheric Release Advisory Center
NAWAS	National Warning System
NCP	National Oil and Hazardous Substances Pollution Contingency Plan (National Contingency Plan)
NCR	National Capital Region
NCS	National Communications System
NDMS	National Disaster Medical System
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NPPD	National Protection and Programs Directorate
NPS	National Park Service
NRCC	National Response Coordination Center
NRF	National Response Framework
NRT	National Response Team
NSEP	National Security Emergency Preparedness
O _____	
OAG	Office of the Attorney General
OAPIA	Office on Asian and Pacific Islander Affairs
OC	Office of Communications
OCFO	Office of the Chief Financial Officer
OCME	Office of the Chief Medical Examiner
OCP	Office of Contracting and Procurement
OCTO	Office of the Chief Technology Officer
OCTT	Office of Cable Television and Telecommunications
ODC	Operation Data Center
OLA	Office on Latino Affairs
ONCRC	Office of National Capital Region Coordination

OPGD	Office of Partnerships and Grants Development
OPM	Office of Property Management
OSC	On-scene Coordinator or On-scene Commander
OUC	Office of Unified Communications

P_____

PASS	Procurement Automated Support System
PDA	Preliminary Damage Assessment
PEPCO	Potomac Electric Power Company
PIO	Public Information Officer
PMARS	Police Mutual Response System
POC	Point of Contact
PSC	Public Service Commission
PREPnet	National Preparedness Network

R_____

RACES	Radio Amateur Civil Emergency Services
REACT	Radio Emergency Associated Communication Teams
RICCS	Regional Incident Communication and Coordination System
ROPE	Roadway Operations Patrol
RRCC	Regional Response Coordination Center
RSAN	Roam Secure Alert Network

S_____

SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act
SCIP	State Communications Interoperability Plan
SITREP	Situation Report
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedure
SR	Switch Redirect

STAT Special Threat Action Teams

T _____

TMC Traffic Management Center

TCIP Tactical Communications Interoperability Plan

TCL Target Capabilities List

U _____

UCC Unified Command Center

UDC University of the District of Columbia

USACE United States Army Corps of Engineers

USAR Urban Search and Rescue

USC U.S. Code

USCG United States Coast Guard

USDA U.S. Department of Agriculture

USDHS U.S. Department of Homeland Security

USDOE U.S. Department of Energy

USDOJ U.S. Department of Justice

USDOT U.S. Department of Transportation

USEPA U.S. Environmental Protection Agency

USFA U.S. Fire Administration

UTL Universal Task List

V _____

VDCT Volunteer and Donations Management Coordination Team

VDOT Virginia Department of Transportation

VOAD Voluntary Organizations Active in Disasters

VRC Volunteer Reception Center

VRE Virginia Rail Express

W _____

WAWAS	Washington Area Warning Alert System
WGC	Washington Gas Company
WMATA	Washington Metropolitan Area Transit Authority
WMD	Weapons of Mass Destruction
WSSC	Washington Suburban Sanitary Commission
WSP	Wireless Service Protection

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