

ANNUAL REPORT TO THE COUNCIL OF THE DISTRICT OF COLUMBIA

HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY



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Government of the District of Columbia



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Executive Summary

This report fulfills the annual reporting requirement of the *Homeland Security, Risk Reduction, and Preparedness Amendment Act of 2006*, which requires the Mayor to submit an annual report on the state of homeland security and emergency management in the city to the Council of the District of Columbia. This annual report describes the city's current level of preparedness, homeland security capabilities, priority initiatives, training sessions, exercises, and mutual aid agreements. The following is a summary of the major findings of this report:

- The cycle of preparedness is a **continual process** supported by adequate resources and continued vigilance to ensure that we can adapt to changing circumstances, hazards, and threats.
- Homeland Security and Emergency Management Agency emphasizes a **capabilities-based approach** to homeland security planning, allocating resources, and assessing levels of preparedness.
- The District's **strategic priorities** are Interoperability, Mass Casualty, Community Preparedness, Intelligence/Information Sharing, Critical Infrastructure Protection, WMD/HazMat/CBRNE Detection & Response, and Planning.
- HSEMA is working with other District agencies to implement a variety of **new initiatives** to expand the District's homeland security capabilities and mitigate areas of vulnerability. Two significant initiatives currently in development are the mass notification system and the integrated closed-circuit television network. These future initiatives, which will substantially improve the District's homeland security, will not require significantly more annual budgetary resources, and may, in some instances, eliminate redundant spending.
- **Community outreach and public education** continue to play a critical role in HSEMA's efforts to prepare and protect District residents, businesses, and visitors.
- HSEMA is working to ensure that the city's first responders and other emergency workers have adequate **training** in planning, incident command, emergency response, public assistance, damage assessments, and continuity of operations.
- In order to ensure the efficacy of its planning, training, and response efforts, the District has led or participated in a number of **exercises**.
- The District has **mutual aid agreements** with every National Capital Region partner to coordinate planning, distribute resources, organize response efforts, and share information.

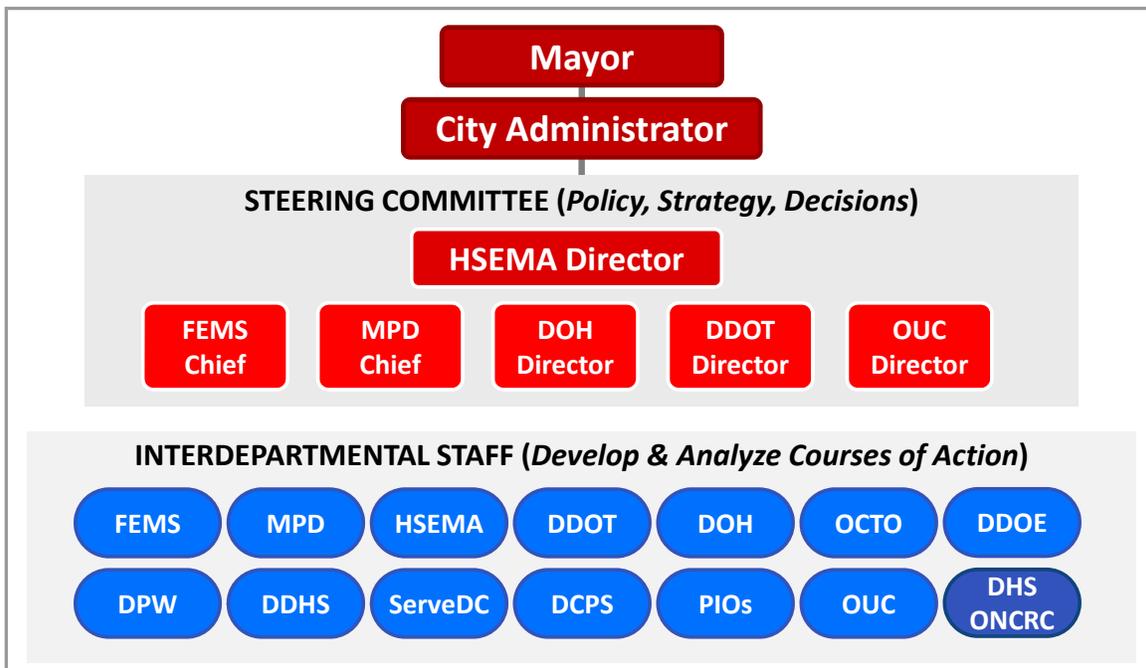
Over the next fiscal year, the Homeland Security and Emergency Management Agency intends to revise the District's Homeland Security Strategic Plan to align better with the agency's improved risk analysis, updated District Response Plan, and enhanced capabilities. A significant component of this Strategic Plan will include performance measures that align resource allocation associated with grants, equipment, training, and exercises to strategic priorities and capabilities.

Introduction

In March 2007, the District of Columbia (DC) Emergency Management Agency (EMA) took on a new mission and additional responsibilities as the District’s Homeland Security and Emergency Management Agency (HSEMA), pursuant to the *Homeland Security, Risk Reduction, and Preparedness Amendment Act of 2006*. The Act authorizes the HSEMA Director to oversee all homeland security activities for the District. Additionally, the Director of HSEMA serves as the State Administrative Agent (SAA) for the District and the National Capital Region (NCR). The SAA ensures that all homeland security grant spending is strategic, effective, and meets Department of Homeland Security (DHS) grant guidelines as well as applicable District regulations.

The Director also chairs the Mayor’s Emergency Preparedness Council (EPC), which is comprised of the District agencies that have emergency response roles (see *Figure 1: EPC Homeland Security Executive Committee*). The EPC is the principal body that addresses homeland security issues and coordinates the development of the District Response Plan (DRP). Specifically, the EPC is responsible for issue formulation and resolution, including a review of regional exercises and implementing changes to DRP planning and execution strategies. The EPC meets bimonthly and is composed of representatives from all primary and support agencies listed within the DRP.

Figure 1: Homeland Security Executive Committee



During emergencies, HSEMA coordinates with multiple agencies throughout the District including the following: Fire and Emergency Medical Services (FEMS), Metropolitan Police Department (MPD), District Department of Transportation (DDOT), Department of Health (DOH), Office of the Chief Technology Officer (OCTO), District Department of the Environment (DDOE), Department of Public Works (DPW), Department of Human Services (DCDHS), ServeDC, District of Columbia Public Schools (DCPS), and the Office of Unified Communications (OUC). The graphic also represents the U.S. Department of Homeland Security, Office of National Capital Region Coordination (ONCRC) as a single point of entry for DHS coordination. HSEMA’s creation made it necessary to make modifications to the

Mayor's EPC to ensure it interacts with other emergency preparedness governing bodies for a holistic approach that will enhance all of the District's response capabilities.

The District has a long history of responding to and managing emergency situations but, since 9/11, the District's emergency management and preparedness posture has become more defined and robust. HSEMA and the District will continue to build preparedness by strengthening and enhancing existing programs and activities through initiatives such as:

- Development of an enhanced District government-wide emergency planning process that more fully utilizes the city's resources and assets.
- Implementation of a more stringent process to manage existing resources and identify gaps.
- Development of a robust consequence, risk, and vulnerability assessment process that incorporates hardening and protection of critical infrastructure.
- Improving our ability to capture, analyze and disseminate pertinent information quickly and nimbly to all relevant stakeholders through collaboration and information-sharing with other relevant local, state, regional, and federal entities.

Community outreach and public education continue to play a critical role in the agency's efforts to prepare and protect District residents, businesses, and visitors. HSEMA has conducted hundreds of outreach and education activities in a variety of settings, including senior citizen facilities; programs for children and youth in schools and recreation centers; community meetings sponsored by civic and citizens' associations and faith-based organizations; health fairs; and community festivals and at events sponsored by federal and District government agencies.

HSEMA is working to prepare the District's citizens for emergencies and disasters of all kinds. Since mid-March of last year, the agency has conducted community emergency management exercises in every neighborhood to test the 39 community cluster plans. HSEMA developed these plans to guide neighborhood-specific response efforts during emergencies. More than 680 citizens took part in the 13 exercises. HSEMA is conducting the next set of 15 neighborhood-based exercises in FY09. HSEMA is also working with the business community to ensure that the thousands of employees who work in the District are prepared for and protected from natural hazards, accidents, and intentional acts of destruction.

HSEMA is also working to ensure that the city's first responders and other emergency workers have the training they need. Over the past year, HSEMA has enrolled 1,257 students in 89 training classes in subjects ranging from the Incident Command System (ICS) and WebEOC to "Preliminary Damage Assessment" and "Emergency Response to Domestic Biological Incidents." Students have come from District agencies such as DDOT, DPW, MPD, DOH and FEMS as well as federal agencies such as Homeland Security, Transportation, and Health and Human Services.

As HSEMA moves forward to implement the provisions of its new homeland security legislation, there are several key elements that must be an integral part of this process, including:

- Joint state, federal, and regional cooperation and coordination, including planning, training, and exercising;
- Hazard analysis, vulnerability assessment, and critical infrastructure protection planning, including collaboration with private sector entities; and
- Community emergency management education, planning and exercises.

Level of Preparedness

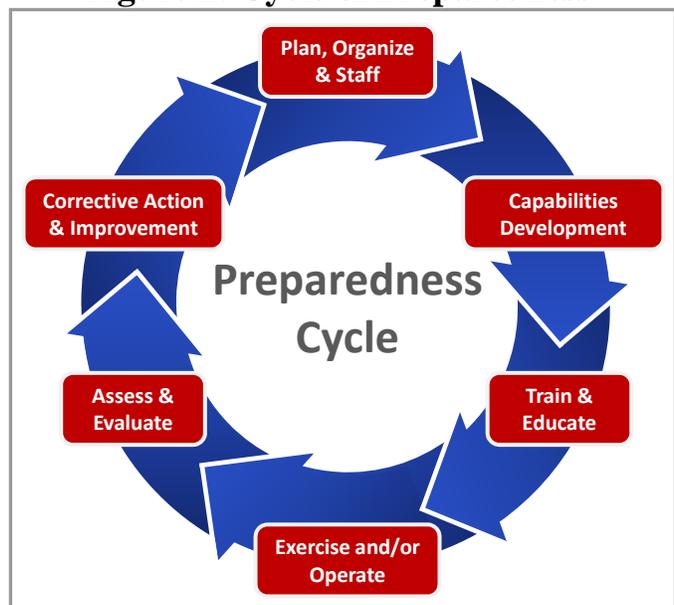
In order to define preparedness in the District, HSEMA first needed to understand the city's risks and vulnerabilities. HSEMA must also develop a strategy to address those vulnerabilities, including developing hazard-specific plans and acquiring resources to support the execution of those plans. Once risks and vulnerabilities have been identified and plans have been developed to address them, the next steps include identifying and obtaining equipment and other assets necessary to respond. The next step in the preparedness cycle is to develop and implement a multi-year training and exercise strategy to test those plans. Finally, based on the outcomes of the exercises, improvement plans must be developed and corrective actions must be implemented, followed by updating the capabilities assessment strategy and multi-year plans (see *Figure 2: Cycle of Preparedness*).

The cycle of preparedness is a continual process. It must be supported by adequate resources and continued vigilance to ensure that the District can adapt to changing circumstances, hazards, and threats, in order to sustain and surpass our current level of preparedness. Equipment deteriorates, new technologies emerge, and first responders need to maintain and update their skills through refresher training and education. We always will need to plan, train, equip, and exercise our emergency management and homeland security capability, and the cycle of preparedness provides the framework for ensuring that HSEMA is prepared to confront natural hazards, accidents, or acts of terrorism. The cycle of preparedness is also a framework for the development of performance measurements and metrics that are essential to tracking our level of preparedness, and ensuring that our programs lead to the ultimate outcomes—saving lives, protecting property, safeguarding the environment, and maintaining the free flow of commerce.

The District's plans and capabilities have been reviewed in a number of recent assessments conducted by other agencies to rate the city's level of preparedness.

- Nationwide Plan Review:** In March 2006, the District participated in the Federal Emergency Management Agency (FEMA) Nationwide Plan Review (NPR) which was a comprehensive assessment of catastrophic planning conducted by DHS in conjunction with all 56 U.S. States and Territories and 75 of the nation's largest urban areas. The NPR rated the city's District Response Plan (DRP) as either "Sufficient" or "Partially Sufficient" in 35 of the 36 assessment questions. The DRP was particularly strong in the areas of planning, resource management, and health and medical.
- Emergency Management Accreditation Program:** The District has been accredited by the Emergency Management Accreditation Program (EMAP). EMAP is a standard-based voluntary assessment and accreditation process for state and local government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for disasters. The District is one of only three cities in the country with EMAP accreditation. The District's accreditation was based on compliance with collaboratively developed national standards. The

Figure 2: Cycle of Preparedness



District is in the process of renewing its EMAP accreditation, and is working with other agencies to assess compliance with EMAP standards.

- **Tactical Interoperable Communications Scorecard:** In January 2007 the DHS Tactical Interoperable Communications Plan (TICP) Scorecard rated the NCR's (the assessment covered urban areas and therefore did not rate the District independently of the NCR) interoperable communications capabilities at the stage of "Advanced Implementation" in all three areas covered. The NCR ranked in the top 10% of urban areas in the nation for advanced interoperable communication.

HSEMA, in coordination with other District agencies and regional partners, emphasizes a capabilities-based approach to homeland security planning, allocating resources, and assessing levels of preparedness. Capabilities provide the means to accomplish a mission and achieve desired outcomes by performing critical tasks, under specified conditions, to target levels of performance. Capabilities are demonstrated by appropriate combinations of planning, organization, equipment, training, and exercises.

DHS's Target Capabilities List (TCL) identifies 37 capabilities necessary to address a broad range of incidents including terrorist attacks, natural disasters, health emergencies, and other major incidents. The TCL supports an all-hazards approach to building interchangeable, flexible capabilities needed to address a broad range of incidents including terrorist attacks, natural disasters, and health emergencies.

HSEMA used preparedness measures provided in the TCL to assess the District's progress in planning for the specific capabilities tied to the agency's seven strategic priorities (see *Figure 3: District and TCL Preparedness Measures*). The preparedness measures describe major elements or issues that should be addressed in plans, procedures, and systems, as well as authorities, relationships, and agreements that need to be in place in order to enhance each capability. The terms of the measures are typically absolute rather than quantitative and therefore are less interpretable. HSEMA did not use TCL preparedness measures that are quantitative-based, or measures that did not apply to the District (e.g. coordination between State government and local government). The following measures do not include TCL performance measures that are quantitative levels against which achievement of a capability outcome can be assessed. HSEMA did not include these measures because they are too subjective.

The table below indicates whether the District has ("Yes") or has not ("No") successfully addressed a majority of the questions for each capability, or if the city is in the process of addressing the capability ("In Progress"). The extent to which the District sufficiently answers each preparedness question does not comprehensively indicate how prepared the city is relevant to each capability. However, it does indicate whether HSEMA and other District agencies have put in place the necessary measures in order to enhance each capability according to metrics provided by DHS. See *Appendix A: Capability Preparedness Measures* for the complete list of preparedness metrics.

Figure 3: HSEMA – District’s Level of Preparedness

TCL Capability¹	Majority of Answers to Preparedness Measures²
Communications	Yes
Mass Prophylaxis	Yes
Medical Surge	Yes
Mass Care	Yes
Community Preparedness & Participation	Yes
Citizen Evacuation & Shelter-In-Place	Yes
Emergency Public Information & Warning	Yes
Intelligence/Information Sharing & Dissemination	Yes
Critical Infrastructure Protection	Yes
WMD & HazMat Response & Decontamination	Yes
CBRNE Detection	Yes
Explosive Device Response Operations	Yes
Planning	Yes

1 Not all TCL capabilities were assessed for the District, only those that aligned to the District’s homeland security strategic priorities.

2 Answers to the preparedness measure questions for each capability were either Yes, No, or In Progress.

HSEMA’s goal, as the homeland security lead for the District, is to ensure that a plan exists to complete all of the “*In Progress*” items and to determine how to turn all of the “*No*” responses to “*Yes*” responses. We have begun by focusing on priority capabilities and, in building those capabilities, plan to address all of the elements represented in the metrics. Preparedness is a cycle, and we will continue to work to achieve complete capability in all of the priority areas.

Strategic Priorities & Capabilities

HSEMA's Strategic Plan cites seven homeland security priorities, each with associated capabilities (see *Figure 4: HSEMA Strategic Priorities and TCL Capabilities*). The following section describes each strategic priority and its associated capabilities possessed by HSEMA or another District agency. Also included in this section are definitions of the associated capability according to the TCL and a review of the priority according to DHS.

Figure 4: HSEMA Strategic Priorities and TCL Capabilities

Strategic Priority	TCL Capability
Interoperability	Communications
Mass Casualty	Mass Prophylaxis
	Medical Surge
	Mass Care
Community Preparedness	Community Preparedness & Participation
	Citizen Evacuation & Shelter-In-Place
	Emergency Public Information & Warning
Intelligence/Information Sharing	Intelligence/Information Sharing & Dissemination
Critical Infrastructure Protection	Critical Infrastructure Protection
WMD/CBRNE Detection & Response	WMD & HazMat Response & Decontamination
	CBRNE Detection
	Explosive Device Response Operations
Planning	Planning

Interoperability

Interoperability within the District and the NCR is extremely challenging. There are over 30 radio user agencies within the District, and with 23 jurisdictions spread over three states that comprise the NCR, more than 20 independent police departments in the District (university, federal, other), a number of critical federal agencies (e.g. U.S. Secret Service, Federal Bureau of Investigations (FBI), U.S. Park Police, U.S. Capitol Police), and various non-governmental organizations (hospitals, universities, utility companies, transportation and water authorities, Red Cross and others). In the event of a large-scale incident it is imperative that these agencies coordinate their responses, share information, and disseminate data throughout the District and across the NCR. Furthermore, a component of strengthening the District's communication capabilities is the enhancement of emergency public information and warning.

In January 2007, the DHS Tactical Interoperable Communications Plan Scorecard rated the NCR's interoperable communications capabilities at the stage of "Advanced Implementation" in all three areas covered. DHS stated that the NCR "has had success in using funding to address regional communications interoperability needs." Furthermore, the District recently assessed its progress along the Department of Homeland Security's Wireless Public SAFETY Interoperable COMMUNICATIONS program (SAFECOM) Interoperability Continuum in response to the Statewide Communications Interoperability Plan (SCIP). The DHS Office of Emergency Communications has approved the District's Statewide Communications Interoperability Plan. SAFECOM is a DHS program that provides research, development, testing, and evaluation tools on communications-related issues for agencies working to improve interoperable wireless

communications. The District has advanced governance structures with direct input into matters of interoperability, both within the District and the NCR.

Capability – Communications

Communications is the ability to talk within and across agencies and jurisdictions via radio and associated communications systems, exchanging voice, data and/or video with one another on demand, in real-time, when needed, and when authorized. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **District and National Capital Region Voice/Radio Interoperability:** All District agencies and responders have unencumbered access to communications and information technologies to facilitate interoperability. The District and NCR have one of the most advanced voice/radio interoperability capabilities among major metropolitan areas. The District’s primary radio communications network is used by all District responder agencies, and dispatchers are trained to facilitate cross-agency communications as appropriate.
- **Establishment of the State Interoperability Committee:** The District established the State Interoperability Committee, which leads the District’s efforts continually to update and enhance interoperable communications. The committee also works to improve redundancy and resiliency of the District’s emergency notification systems.
- **Inter-Agency Radio Interoperability Zone:** The District has begun to design and coordinate radio programming of the Inter-Agency Radio Interoperability Zone that will be implemented in 2008. The Inter-Agency Radio Interoperability Zone will facilitate more robust radio interoperability among all District radio users.
- **State Interoperable Communication Plans:** There is a collaborative effort between the District, Virginia, and Maryland to integrate joint initiatives into each of their respective state Interoperable Communication Plans to advance interoperability across the region. The District interacts monthly with Maryland and Virginia through the National Capital Region Interoperability Program.
- **Resiliency and Redundancy:** The District’s communication systems are tested on a regular basis. For instance, the District routinely tests the DC Emergency Unified Communications system and its network to ensure that it has three levels of survivability. All E-911 traffic is on DC-NET with two fully redundant fiber optic rings connecting the Unified Communications Center and the Public Safety Communications Center back-up location.

Mass Casualty

The District is a high profile target for terrorism, and one of the city’s major strategic priorities is the enhancement of mass prophylaxis, mass care, and coordinated medical surge capabilities.

In March 2006, the DHS Nationwide Plan Review rated the District as either “Sufficient” or “Partially Sufficient” in five out of six questions pertaining to either mass care or health and medical planning. These five questions assessed the District in the following specific areas: animal care, patient tracking, licensing out-of-state medical personnel, and coordinating human remains. DHS found that the District “Sufficiently” plans for coordinating the care of human remains, determining the cause of death, inventorying personal effects, and locating/notifying next of kin. However, DHS recommended integrating aspects of the NCR Plan, which better coordinate patient tracking, into the DRP. The one

question out of six in which the District was rated as “Not Sufficient” pertained to mass care services. DHS stated that the District’s mass care services needed a “complete evaluation of all possible public and federal buildings within the district which might be available for use as a shelter during a major event.”



Since that time, the District led development of the National Capital Region Sheltering and Evacuation Guide. The Guide identifies available shelters in the District as well as transfer points. Further, HSEMA and the Department of Human Services have collaborated with the American Red Cross to survey and certify all of our available shelters. In short, we have made tremendous progress with sheltering capabilities since 2006.

In the January 2007 Pan Flu Operations Plan Review, which assessed the District’s level of planning for pandemic influenza, the Centers for Disease Control and Prevention (CDC) found that the city sufficiently

addressed community containment, communication, and continuity of operations. The CDC stated that the District had successfully developed interdisciplinary relationships with and among community leaders in the event of pan flu epidemic. However, the review also found that the District needed to improve mass vaccination, surveillance, and antiviral distribution.

Capability – Mass Prophylaxis

Mass prophylaxis is the capability to protect the health of the population through the administration of vaccines and/or antibiotics in an emergency situation. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **Secure Mass Prophylaxis Supplies:** DOH’s inventories of medical supplies and pharmaceuticals are appropriately managed in accordance with Food & Drug Administration (FDA) and Drug Enforcement Agency (DEA) guidelines. To coordinate the distribution of mass prophylaxis supplies, the District identified ten medically-staffed points of distribution (POD) with at least one in every ward.
- **Participation in Strategic National Stockpile and Cities Readiness Initiative:** The District is actively involved in federal mass prophylaxis programs including the CDC’s Strategic National Stockpile (SNS) and Cities Readiness Initiative (CRI). CRI is a pilot program to aid cities in increasing their capacity to deliver medical supplies during a large-scale incident. In the event of an emergency severe enough to deplete the city’s supplies, SNS has a large supply of medicine in reserve.
- **Inter-Agency Mass Prophylaxis Coordination throughout District:** The District assists the city’s hospitals in their effort to improve the capabilities of their healthcare facilities to provide pharmaceutical interventions for their patients and staff. The city is also working with the Medical Reserve Corps (MRC), university/community health care centers, and other District agencies to increase the capacity to provide timely prophylaxis by increasing the number of trained personnel to dispense mass prophylaxis.

- **Mass Casualty and Strategic National Stockpile Exercise Plan:** The District's Mass Casualty (MC) plan and SNS Exercise Plan (EXPLAN) provide participants with an overview of their roles and responsibilities in exercise execution and evaluation. The MC plan and EXPLAN also help map the course to improving overall District disaster preparedness by outlining how to operate mass dispensing centers during a bioterrorist attack or other emergency.

Capability – Medical Surge

Medical surge is the capability to expand rapidly the capacity of the existing healthcare system in order to provide triage and subsequent medical care. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **Syndromic Surveillance System:** The District's syndromic surveillance system is installed in the city's major hospital facilities to track trend data from emergency rooms, pharmacies, health insurance firms, and school clinics to detect potential outbreaks by tracking patient symptoms. By focusing on symptoms rather than confirmed diagnoses, syndromic surveillance aims to detect bioterror events earlier than traditional disease surveillance systems.
- **Department of Health Critical Asset Survey of District of Hospitals:** In collaboration with the DC Hospital Association (DCHA), DOH has conducted a critical asset survey of the District's acute care hospitals' interoperable communications capabilities and ICS training, while involving them in surge capacity and mass prophylaxis/dispensing operations. As a result of this survey, the hospitals were awarded a five million dollar grant from Department of Health and Human Services (HHS) to perform a new Hospital Vulnerability Assessment.
- **Health Information Sharing Network:** The D.C. Hospital Association (DCHA) and the Washington Hospital Center have developed a web-based Health Information Sharing Network that is activated when FEMS declares a mass casualty situation. This system allows for the monitoring of emergency department beds throughout the District, allowing for a more effective distribution of patients.
- **Washington Automated Disease Surveillance System:** The Washington Automated Disease Surveillance System (WADSS) is being developed, focusing on Public Health Information Network (PHIN) requirements for integrated clinical and patient data management and access. CDC prescribes certain guidelines for the architecture of PHIN-compliant applications.
- **District Pandemic Influenza State Plan:** The District recently updated the Department of Health's (DOH) [Pandemic Influenza Preparedness Plan](#). The District submitted the final version to CDC in May 2008. The Plan will address command and control procedures, legal authority, surveillance and epidemiological investigation procedure, organization, communications, and education and training. *Link to Plan:* <http://doh.dc.gov/doh/cwp/view,q,601380.asp>
- **Avian and Pandemic Influenza Employee Guide:** In August 2007, DOH developed an avian and pandemic influenza guide for District government employees. This guide helps explain to District government employees what protective measures to take in the event of pandemic influenza. The guide was distributed to all agency heads to be distributed to all DC employees.
- **Emergency System for Advanced Registration of Volunteer Healthcare Personnel Program:** The District implemented the Department of Health and Human Services-mandated Emergency System for Advanced Registration of Volunteer Healthcare Personnel (ESAR-VHP) program to credential, contact, and track medical personnel rapidly in the District. There are 302 medical personnel in the District enrolled in DC Responds, DOH's ESAR-VHP program.
- **Operational Plans:** The District developed operational plans for mass vaccination and Cities Readiness Initiatives programs, and is in the process of finalizing the Pandemic Influenza Operational

Guide. The Pandemic Influenza Operational Guide outlines the measures the District will take to respond to an influenza pandemic.

- **Behavioral Health Emergency Response Teams:** Currently, the District has seven behavioral health emergency response teams in place; each team has 8-10 people. These teams have multi-disciplinary staff with expertise in working with an array of specialties including foreign language skills. Each team provides timely mental assessments and counseling for first responders and victims, and connects patients with recovery services.

Capability – Mass Care (Sheltering, Feeding, and Related Services)

Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by a large-scale incident. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **Identified Shelter Sites:** The District has identified two shelter sites that can accommodate at least 1,000 people each. These sites meet the necessary mass care requirements and are accessible from evacuation routes and transfer points. The identified emergency mass sheltering locations will be authorized for use through the direction of the District’s Consequence Management Team (CMT). There are an additional 49 smaller shelters that have been identified throughout the District. See *Appendix B: List of District Shelters* for more detail.
- **Mass Care Pet Assistance:** DOH and DHS are actively meeting and planning how to provide mass care assistance for people with pets. DOH has developed a mass sheltering plan for individuals with pets, and is in the process of rolling out a tagging initiative to allow for more rapid identification and vaccination of pets. The District’s animal shelter is in the process of expanding its current capacity to handle an increase in volume during a disaster.
- **Regional Evacuation and Sheltering Resource Guide:** For the NCR, the District led an effort to develop resources for sheltering and evacuation. The resultant NCR Sheltering and Evacuation Resource Guide serves as a foundational set of documents and databases to inform planning at the local, regional, and state levels. The Guide contains a listing/catalogue of potential regional resources for shelter operations, a comprehensive reference for contiguous regional evacuation routes, and resource databases.



Community Preparedness

HSEMA has made coordinating with District residents one of its most significant strategic priorities. Actively working with communities to inform and train residents can help mitigate many of the negative consequences of a major incident. The District has developed many capabilities related to community preparedness and participation including public education, media campaigns, and training.

In March 2006, the DHS Nationwide Plan Review (NPR) rated the District as “Partially Sufficient” in all five questions pertaining to public coordination and evacuation planning. These five questions assessed the District in the following areas: public information coordination, special needs preparedness, and mass

evacuation. However, the NPR stated that the District had the following areas for improvement: DDOT needs improvement in identifying the segments of the community that will require transportation more urgently during an emergency evacuation; the District's JIC Plan does not explicitly explain how this information will flow in the external communications annex; there is not specific detail on deaf, blind, non-ambulatory, and homeless populations; and there is a large population of homeless people who would not likely have access to public warning. HSEMA and DDOT are currently updating the District Response plan and the Emergency Transportation Annex and will incorporate this feedback.

Capability – Community Preparedness and Participation

The community preparedness and participation capability provides that local residents are fully aware, trained, and practiced on how to prevent, protect/mitigate, prepare for, and respond to all threats and hazards. This includes a role for citizens in personal preparedness, exercises, ongoing volunteer programs, and surge capacity response. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **Public Education on Disaster Preparedness:** The “Be Ready. Make a Plan.” Campaign educated District and NCR residents on the basic actions they can take to prepare for an emergency. This regional campaign increased public awareness, with more than 50 percent of residents seeing or hearing the preparedness message. The campaign distributed more than 1.25 million wallet-sized, personal preparedness plans and trained more than 48,000 residents on how to prepare.
- **Masters of Disaster:** The region is educating children to prepare for disasters, using the American Red Cross's “Masters of Disaster” curriculum. More than 852 teachers throughout the region have been trained to teach this curriculum, and it has been distributed to more than 159 public and 14 private schools, grades K-12 in the District.
- **National Preparedness Month:** HSEMA's National Preparedness Month is a multi-agency effort focusing on community outreach including federal employees as well as the city's business community. The District is one of more than 625 local and federal government agencies, businesses, non-profit organizations, educational institutions and other entities nationwide that have joined the effort to promote personal, family and business preparedness by pledging to conduct activities during September to promote preparedness. The campaign addresses several themes, including preparedness for children, businesses, different cultures, special needs, animals, and the elderly.
- **Multi-Media Education Campaign:** Since 2006, the District, in coordination with NCR partners, has developed and sustained a multi-year education campaign through multiple media outlets to provide the public (residents, workers, and visitors) with preparedness information.
- **District Voluntary Organizations Active in Disasters:** The District's Citizen Corps Council has partnered with the District of Columbia's volunteer center, Greater DC Cares, to address the emergency response volunteer needs for the city. Additionally, the DC Citizen Corps has worked with the District of Columbia Voluntary Organizations Active in Disasters (DC-VOAD), faith-based, non-profit and community-based organizations, and neighborhood/community associations to advance the preparedness message through outreach, training and exercises.



- **Partnering with National Citizen Corps Partner Programs:** The DC Citizen Corps Council also partners with four of the National Citizen Corps Partner Programs, including Neighborhood Watch, Medical Reserve Corps, Community Emergency Response Team (CERT), and the Police Reserve Corps. During special events and in the event of an emergency, the CERT volunteers provide assistance to the Medical Reserve Corps and the District Department of Health to address emergency medical conditions.
- **Developed the Neighborhood Corps Academy:** ServeDC developed the Neighborhood Corps Academy. The Neighborhood Corps Initiative is a neighborhood/community-based training program designed to organize, mobilize, and train residents to respond as a neighborhood/community in the event of a local emergency or disaster. The Neighborhood Corps Academy, a recently designed facet of the Neighborhood Corp, produced 52 graduates. However, this number does not reflect the number of people that have been active in helping to develop and actualize the Neighborhood Corps model. Over 300 CERT-trained and other affiliated (emergency response trained) volunteers have been working in their communities to enhance the capabilities of the Neighborhood Corps.

- **Commander Ready Children's Preparedness Initiative:** HSEMA and ServeDC have implemented the initial phase of the Commander Ready Children's Preparedness Initiative in the city's public schools. Commander Ready is a program that educates school children on developing family emergency plans and assembling "go" kits. Armed with Commander Ready backpacks full of survival items such as a flashlight, whistle, water bottle, and first aid kit, children will engage in activities to understand their role in an emergency and how to help family members. During the 2006/2007 school year, Commander Ready



was introduced to ten District public elementary schools and two District public charter high schools. The initiative has been fully implemented in eight DC Public Schools to 2nd and 5th grade students. A total of 743 students have completed the training. At the conclusion of the school year, approximately 1,000 children will have completed the program. Preliminary training actually took place in two schools with approximately 120 students receiving modified training. During the 2008/2009 school year, the Commander Ready program will be introduced in eight additional DC Public elementary schools for a total of 16 schools for the school year.

Capability – Citizen Evacuation and Shelter-In-Place

Citizen evacuation and shelter-in-place is the capability to prepare for, ensure communication of, and immediately execute the effective sheltering-in-place of an at-risk population (and companion animals), and/or the organized and managed evacuation of the at-risk to areas of safe refuge. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **Community-Based Sheltering-In-Place and Evacuation Training:** The District Citizen Corps (under the umbrella of ServeDC), in partnership with DDOT and FEMS, provides community-based training in protocols for sheltering-in-place and evacuation. This training will help to disseminate accurate information to families and communities about the appropriate protective measures. Additionally, trained emergency response volunteers (CERT) will be able to assist first and secondary responders in evacuating District residents should the need arise.

- **Regional Evacuation and Sheltering Resource Guide:** For the NCR, the District led an effort to develop resources for sheltering and evacuation. The resultant NCR Sheltering and Evacuation Resource Guide serves as a foundational set of documents and databases to inform planning at the local, regional, and state levels. The Guide contains a listing/catalogue of potential regional resources for shelter operations, a comprehensive reference for contiguous regional evacuation routes, and resource databases.

Capability – Emergency Public Information and Warning

The Emergency Public Information and Warning capability includes public information, alert/warning and notification, as well as effective coordination and dissemination of information to the public, coordinating officials, and incident management and responders across all jurisdictions and disciplines. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **Text Alert System:** The District and NCR utilize the Roam Secure Alert Network (RSAN), which allows the city to send alerts through wireless text devices and email in order to inform citizens during emergencies. Currently more than 40,000 people in the NCR have signed up to receive these messages.
- **Traffic Messaging System:** The District and NCR also have the ability to update and transfer a new message immediately from a traffic management center to an active message board. The message boards inform the traveling public of changes in driving patterns and ensure accurate and quick guidance in the event of a major emergency.
- **Washington Area Metropolitan Warning System:** The Washington Area Metropolitan Warning System (WAWAS) is a 24-hour alert and warning system for the region that helps coordinate federal and city emergency operations. The primary purpose of the WAWAS is for the dissemination of the "Attack Warning and Civil Warning" to all federal agencies and local governments in the region.
- **Reverse 911:** The Reverse 911 (R-911) system uses the telephone system to alert residents during emergencies. The R-911 communications tool uses a combination of database and GIS mapping technologies to deliver notifications to communities. The system targets a precise geographic area and makes thousands of calls per hour.
- **Emergency Alert System:** The Emergency Alert System (EAS) disseminates alert and warning messages, Presidential messaging to the nation, and state/local use. EAS is a partnership between the government and the broadcast industry that allows regular programming to be interrupted to broadcast emergency information. EAS operates at the national level through 34 Primary Entry Point broadcast stations.
- **NCR Operations Center Coordination Group:** The purpose of the NCR Operation Center Coordination Group effort is to raise situational awareness among NCR local, state, and federal government agency Operations Centers for day-to-day and crisis response events. Systems common to most Ops Centers include WAWAS, Regional Incident Communications and Coordination System (RICCS), and WebEOC.

Intelligence and Information Sharing

It is imperative that the District share information, data, and intelligence across relevant agencies within the District and across the NCR. Due to the vast number of emergency response agencies in the region as well as the highly interdependent nature of the region, information sharing and collaboration is critically important to the District. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

Capability – Intelligence and Information Sharing and Dissemination

Intelligence/information sharing and dissemination is the multi-jurisdictional, multidisciplinary exchange and dissemination of information and intelligence among the federal, state, and local layers of government, the private sector, and citizens. The goal is to facilitate the distribution of relevant, actionable, timely, and preferable information to the consumers who need it.

- **Washington Regional Threat and Analysis Center:** The Washington Regional Threat and Analysis Center (WRTAC) Fusion Center fuses key information gathered from federal, state, and local agencies in a secure, centralized location. The WRTAC facilitates the prioritization, collection, classification, and analysis information in order to defend the District as well as the NCR. The following are some capabilities the WRTAC currently possesses, which facilitate intelligence and information-sharing across the region:
 - **E-Guardian Program:** E-Guardian is an automated method for sharing certain unclassified information from Guardian's Terrorism Threat System with state and local law enforcement officers through Law Enforcement Online (LEO).
 - **Global Justice Standards:** The WRTAC follows all global justice standards that relate to design, collection, analysis, dissemination, and product development inclusive of Homeland Security Advisory Council (HSAC) requirements.
 - **Implement Information Sharing Environment Implementation Plan:** The WRTAC continues to implement the goals of the Information Sharing Environment Implementation Plan by facilitating the establishment of partnerships with government agencies and private partners.
 - **Fusion Capability Tool:** The WRTAC is working to achieve a baseline of capability as described by the Fusion Capability Tool (FCT). The FCT is used to prioritize areas of improvement and prioritize the expenditure of funds to address identified areas of improvement in the city's ability to collect, analyze, disseminate, and use homeland security-related intelligence.
- **Regional Incident Communications and Coordination System:** RICCS directly supports the structure of the Regional Emergency Coordination Plan (RECP), employing the concept of R-ESFs as a means of organizing the relevant agencies, officers, and decision-makers. This structure allows for notification and conferencing to be segmented according to the requirements of each regional incident or emergency. The system sends text messages to any text-capable device – e-mail accounts, mobile phones, pagers, and BlackBerries.
- **Utilization of WebEOC Across Region:** WebEOC provides real-time emergency information management to all Emergency Operations Centers. The application provides secure, real-time access to state and national weather trends, satellite images, mapping information, and details of operations in other jurisdictions. WebEOC provides jurisdictions within the NCR with a cost-effective web-

based emergency management communications system that provides a real-time information sharing network.

- **NCR Law Enforcement Information Exchange:** MPD is a partner in the National Capital Region Law Enforcement Information Exchange (NCR-LInX). The system allows law enforcement officers in local jurisdictions to link local databases such as police records management systems, arrest data, mug shots, and other digitized data, allowing investigators to develop leads in terrorist incidents in the NCR.



- **Establishment of the Terrorism Incident Prevention Program:** The District and MPD have established the Terrorism Incident Prevention Program (TIPP). The TIPP is responsible for educating businesses within specific industries on what to look out for in the way of suspicious activity related to their industry group. The TIPP feeds possible threat information into the WRTAC from more than 60 types of high-risk businesses and industries.
- **Regional Fusion Center Analyst Exchange Program:** The WRTAC has initiated an analyst exchange program with the NCR regional fusion centers, including the Maryland Coordination and Analysis Center (MCAC), Virginia Fusion Center (VFC), and National Capital Region Information Center (NCRIC).
- **Washington Regional Threat and Analysis Center Approved to Become Regional Information Sharing System Node:** MPD received approval from U.S. Department of Justice (DOJ), Office of Justice Programs (OJP) to become a Regional Information Sharing System (RISS) node. The RISS program links law enforcement agencies across the country, providing secure communications, information sharing resources, and investigative support to combat multi-jurisdictional crime, and terrorist threats. Through the RISS, WRTAC will provide investigative analysis support and secure information sharing capabilities nationwide.
- **District Partnership with High Intensity Drug Trafficking Area Watch Center:** MPD has established a partnership with the High Intensity Drug Trafficking Area (HIDTA) Watch Center in Greenbelt, MD. As a partner, the WRTAC works with the Washington/ Baltimore HIDTA Watch Center. The Watch Center provides tactical and actionable intelligence to law enforcement throughout the HIDTA and WRTAC region. The center's specially trained staff makes use of state-of-the-art technology to improve the effectiveness of law enforcement operations.

Critical Infrastructure Protection

The District faces unique critical infrastructure challenges due to its role as the nation's capital, the seat of all three branches of the federal government, and a symbol of democracy. Furthermore, the National Mall is the home to museums and memorials that attract millions of visitors annually. Therefore, the protection of this infrastructure is critical not only to welfare of the city but the well-being of the nation.

Capability – Critical Infrastructure Protection

The critical infrastructure protection (CIP) capability enables public and private entities to identify, assess, prioritize, and protect critical infrastructure and key resources so they can prevent and mitigate deliberate efforts to destroy, incapacitate, or exploit the nation's critical infrastructure and key resources. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **Development of Critical Infrastructure Protection Strategy:** The Critical Infrastructure Protection Regional Programmatic Working Group (CIP RPWG) coordinates CIP efforts across the NCR and develops a regional CIP strategy. The CIP RPWG is organized with equal representation from Maryland, Virginia, the District, and the Office for National Capital Region Coordination at the U.S. Department of Homeland Security.



- **Infrastructure Vulnerabilities Identified and Mitigated Throughout District:** The Critical Infrastructure Working Group (CIWG) guided the implementation of the Buffer Zone Protection Program (BZPP) which identified and mitigated 27 infrastructure site vulnerabilities. The CIP RPWG helped the District recognize a need for a more formal, in-depth risk assessment based on a common framework (or frameworks), and create a prioritized initiative to address this need. The studies confirm the District is vulnerable to numerous natural, industrial, and technological hazards, the most frequent of which are severe weather and hazardous materials spills. The District is also vulnerable to civil disorder and terrorist attacks.
- **Benchmarking of Critical Infrastructure Strategies through Hazard Identification and Risk Assessment:** The District conducted a Hazard Identification and Risk Assessment (HIRA) to determine relevant area hazards and to benchmark critical infrastructure protection strategies. The outcome of the HIRA's sector-by-sector analysis gives the region's decision-makers a sound basis for a strategy that balances protection of people and assets with protection of critical functions.
- **Monitoring Water Utilities Throughout the District and Region:** The region has installed intrusion detection sensors at the District's Water and Sewer Authority (WASA) facility access points to ensure that security will be alerted 24/7. The water supply for the region's major water utilities is monitored for chemical, biological, and radiological contaminants. These major utilities provide 90% of the water used by businesses, governments, and households in the NCR.
- **Purchased Emergency Power Backup Generators for Traffic Signal Systems:** The District worked with regional partners to purchase 200 mobile back-up generators for traffic signal systems. The District purchased and installed external power hook-ups for 400 traffic signals to allow them to accept power from the mobile generators. The generators ensure the continuity of a critical segment of the transportation infrastructure across the region.
- **Hardening Non-Profit Critical Infrastructure throughout the Region:** The District, in coordination with neighboring jurisdictions, invested in target hardening projects to help non-profit entities fortify infrastructure and develop protective measures. The non-profit entities were selected

based on their ability to demonstrate a risk of attack by an international terrorist organization. Non-profits included local area hospitals, schools, and places of worship.

- **CCTV Video Monitoring System:** The Video Interoperability for Public Safety (VIPS) program will allow for the more efficient monitoring of the city's existing closed circuit television cameras. The program consolidates within one agency—the D.C. Homeland Security and Emergency Management Agency—access to and monitoring of video images from all of the District of Columbia's approximately 5,200 closed circuit television cameras, with the exception of those controlled by the Metropolitan Police Department.
- **Using Automated Critical Asset Management System to Inventory Key Infrastructure:** The District utilizes the Automated Critical Asset Management System (ACAMS) to conduct inventories of critical assets and key resources. ACAMS is a web-enabled information portal that enables planning for, responding to, and recovering from catastrophic incidents. The District has currently assessed over 50 critical assets, and will assess over 100 by 2009.
- **Portable Delta Barriers with Supporting Generators:** The District purchased multiple portable Delta barriers to be deployed to critical infrastructure throughout the region. The barriers are easily towed to vulnerable sites and used as a regular security gate to control vehicle access. These barriers are portable resources the District employs to assist rapidly in the fortification of critical buildings.
- **Multi-Threat Wireless Detection Systems:** A multi-threat wireless detection system is used to reinforce areas outside of the security perimeter of critical infrastructure facilities. The improved perimeter security system will expand the ability of the security personnel to monitor the facility.

WMD/CBRNE Detection and Response

The District is a high-profile target for terrorists due to its status as a symbol of America and democracy throughout the world. Therefore, the city has made enhancing chemical, biological, radiological, nuclear, and explosives (CBRNE) detection, as well as improvised explosive device (IED) and weapons of mass destruction (WMD) and Hazardous Materials (HazMat) response, a strategic priority.

Capability – WMD and HazMat Response and Decontamination

WMD HazMat response and decontamination is the capability to assess and manage the consequences of a hazardous materials release, either accidental or as part of a terrorist attack. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **Regional Hazardous Materials Committee Meetings:** District representatives attend monthly Regional Hazardous Materials Committee meetings where current trends are presented by the FBI's Joint Terrorism Task Force (JTTF). During these meetings, members share information on response methods and techniques. Membership in this committee includes federal, state, and local fire and police first responders.



- **WMD Metering Maintenance and Inventory Program:** The WMD Meter Maintenance and Inventory Program has had a significant impact on FEMS's—and the District's—CBRNE capabilities. The maintenance and inventory portion of this program has allowed FEMS to ensure that the agency's WMD metering equipment is up to date, operable, and calibrated.

Capability – CBRNE Detection

CBRNE detection is the ability to identify CBRNE materials at points of manufacture, transportation, and use. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **CBRNE Detection “Safe-Site” Units/Monitors:** Fire and police units throughout the District have CBRNE detection “Safe-Site” units that can operate at fixed locations or be deployed for special events. The “Safe-Site” units detect potential chemical, biological, or radiation hazards and communicate their findings back to a central tracking system. These “Safe-Site” monitors allow the hospital to detect a contaminated victim who self-reports to the E.R. before the victim can contaminate the whole hospital.
- **Portable CBRNE Detection Equipment:** The District possesses portable CBRNE detection capability at critical infrastructure and key resources (CI/KR) sites. This equipment is housed across a number of District agencies (FEMS, MPD, and DOH) as well as the private sector (e.g. hospitals, universities, security firms, etc.). Detection is necessary to protect against WMDs through deployment of systems that ensure early detection of the import, transport, manufacture or release of CBRNE materials. The purpose is to have the ability to recognize and resolve potential CBRNE threats through equipment, education, and effective protocols.
- **Department of Health Medical Personnel Protection Equipment:** DOH has purchased over 840,000 N-95 respirators and over 2.5 million surgical masks to be used in the event of an outbreak. This equipment will protect emergency medical personnel from inhaling harmful dusts, fumes, vapors, and/or gases in the event of a CBRNE incident.
- **Washington Area Disease Surveillance System:** The District has developed the Washington Area Disease Surveillance System as a comprehensive disease and syndromic surveillance system. WADSS collects data from hospitals, pharmacies, school nurses, poison control centers, and other data sources to identify potential public health threats.
- **DHS BioWatch Portal:** The District has access to the DHS NCR BioWatch Portal, which has sensors throughout the region and collects information detecting the release of biological agents, including tularemia and anthrax. The BioWatch portal is designed to detect select aerosolized pathogens caused by environmental sources or released through intentional action. The portal also helps public health communities to determine the presence and extent of such a release, and activate a public health emergency.
- **Radiological Isotope Identification Monitors:** The District possesses radiological isotope identification monitors. These instruments enable the detection of radiation, as well as the ability to identify a radiological isotope and determine its strength. These resources enable the inspection of suspicious materials at any critical infrastructure site and can be used by District security personnel at key access points during heightened threats or special events.
- **BioSense:** The District also has access to BioSense, a system that collects data from different parts of the country and produces alerts when there is an unusual biological activity. BioSense is intended to improve the nation's capabilities for conducting real-time biosurveillance, and enabling health

situational awareness through access to existing data from healthcare organizations across the country.

- **Support from Department of Energy and Defense Threat Reduction Agency:** The District has direct access to additional CBRNE detection through coordination with federal partners, including Department of Energy (DOE) and the Defense Threat Reduction Agency (DTRA). The District has a good working relationship with the DOE National Laboratories to adjudicate radiation alarms.
- **Water Decontamination Capabilities:** The District's current decontamination capabilities consist of Multiple Engine Company Corridors – DS model – which provide cold water decontamination capabilities and six all-weather tent systems, which provide hot water decontamination capabilities. FEMS is leading a multi-discipline regional effort to increase the city's decontamination capability.
- **Domestic Nuclear Detection Office Coordination:** The District is a part of the federal Domestic Nuclear Detection Office (DNDO) State and Local Stakeholder Working Group. Representatives from the District collaborate with state, local, and federal agencies involved in preventive radiological and nuclear detection to detect and report unauthorized attempts to import, possess, store, develop, or transport nuclear or radiological materials.

Capability – Explosive Device Response Operations

The explosive device response operations capability is the ability to coordinate, direct, and conduct IED response after initial alert and notification. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **Portable Explosive Detection:** The District has multiple handheld Vapor Tracers that allow for both swipe testing as well as air sampling for explosives. The District's Vapor Tracers can "sniff" vapor samples for traces of contraband as well as analyze invisible particles collected in "sample traps." Swiping works well for detecting and analyzing dynamite, nitroglycerin, and methamphetamine.
- **EOD Explosive Detection Fiber Optic Kit:** The District possesses explosive ordnance disposal (EOD) fiber optic kits that detect and identify explosive materials. These resources enable the inspection of suspicious packages at any critical infrastructure site and can be used by District security personnel during heightened threats or special events.

Planning

Due to the various risk elements the city faces and the large number of federal, state, and local agencies present in the region, it is imperative HSEMA and the District diligently plan and prepare for all types of events in order to ensure the well-being of the District's citizens.

In March 2006, the DHS Nationwide Plan Review (NPR) rated the DRP's Base Plan as "Sufficient" in five out of six questions and "Partially Sufficient" in the other. These six questions assessed the District's Base Plan in the following specific areas: concept of operations, continuity of government, integrating relevant legislation, exercising and improvements, mutual aid partners, and level of intensity. The NPR found specific strengths in the DRP Base Plan, including: the alignment of Emergency Support Functions to the TCL; the line of succession provides for succession of the Mayor and for continuity of executive direction; the use of the plan for all emergency operations and to support large events which increases general knowledge of the plan and allows the identification of areas for improvement; the support from neighboring states through the Emergency Management Agency Compact (EMAC) for the potential need

of resources and personnel; and the plan details the escalating, five operation emergency levels that will dictate the District's response.

Capability – Planning

Planning is the mechanism through which HSEMA and other District agencies develop plans describing how the city coordinates personnel, information, equipment, and resources to mitigate the effects of catastrophic events. The following is a list of specific achievements, competencies, and abilities the District possesses to enhance this capability.

- **Comprehensive and Coordinated District Emergency Planning:** The District is updating the comprehensive set of plans and protocols for each Emergency Support Function detailing how lead and support agencies will perform their mission as identified within the District Response Plan. The District also has developed plans and protocols for the non-profit sector to address service coordination, financial and donation management, volunteer management, and in-kind goods and services.

- **Regional Water Supply Emergency Operations Plan:** The District, with the NCR, provided local governments and water utilities in the region with operations plans that contain essential information and guidance for meeting regional water demands resulting from the contamination and/or loss of water supplies. Additionally, the plans identify and incorporate best management practices related to water security and water supply emergency operations.



- **Public Information Officer Communications Plan:** The District, with the NCR, developed a strategic communications plan for the NCR that was a follow-up to the “Be Ready. Make a Plan.” campaign, and which would inform the public about the Region's ongoing efforts and instill confidence that the disaster plans are well thought-out. The plan charted strategic communications goals, proposed tactics to educate the media, and developed a streamlined process for executing proactive media outreach.
- **Coordinated Development of Regional Emergency Coordination Plan:** The District and NCR revised the RECP, which provides a structure through which the city can collaborate on planning, communication, information sharing and coordination activities with the NCR before, during, and after a regional emergency. The scope of the plan is broad so as to include the activities and capabilities of all organizations, governments, and businesses that might have a role in responding to a major incident in the region.
- **Assisting Special Needs Populations with Preparedness:** NCR jurisdictions are assisting people with special needs to prepare for disasters. For example, since March 2007, HSEMA has distributed 1,000 free emergency preparedness kits to residents with special needs, and the District is partnering with a local hospital to give kits to homebound elderly. The region also established the NCR's Disability Preparedness Initiative to incorporate people with special needs into emergency plans.
- **Regional Evacuation and Sheltering Resource Guide:** For the NCR, the District led an effort to develop resources for sheltering and evacuation. The resultant National Capital Region Sheltering and Evacuation Resource Guide serves as a foundational set of documents and databases to inform

planning at the local, regional, and state levels. The Guide contains: a listing/catalogue of potential regional resources for shelter operations; a comprehensive reference for contiguous regional evacuation routes and resource databases.

- **Regional Water Supply Emergency Operations Plan Development:** The District worked with other state and local jurisdictions within the region to draft a Regional Water Supply Emergency Operations Plan. This plan provides local governments and water utilities in the NCR with regional operations plans that contain essential information and guidance for meeting regional water demands resulting from the contamination and/or loss of water supplies.
- **Regional Debris Operations Plan Development:** The District worked with other state and local jurisdictions in the region to develop a Regional Debris Operations Plan that outlines debris management operations for local governments in the NCR. The plan includes a facility-specific temporary debris management plan for four major sites in the region and preparation of material for the development of the Corps of Engineers Debris Operations Plan, which is the responsibility of the District's Department of Public Works (DPW) to oversee and implement.

Prioritized Future Initiatives

- Enhanced communication, collaboration, and coordination with community leaders and the private sector to strengthen the agency's community emergency management efforts
- Increased homeland security and emergency management training and education for city employees
- Increased citizen and community preparedness training and education
- Enhancing HSEMA staff's emergency management skills

HSEMA will implement two projects over the next several years that will significantly improve homeland security and emergency management in the District. Currently, the agency is planning an integrated closed-circuit television (CCTV) network and a mass notification system.

- **Video Interoperability for Public Safety:** The Video Interoperability for Public Safety (VIPS) program will allow for the more efficient monitoring of the city's existing closed circuit television cameras. HSEMA has employed a network of CCTV within the Unified Communication Center (UCC). HSEMA's CCTV system is intended to be used: (1) to provide a common framework to enable a single and shared CCTV system among existing disparate CCTV networks; (2) to improve monitoring efficiency, to reduce response time, and enhance public safety; and (3) to provide the District with an advanced video monitoring capability.
- **Mass Notification System:** The Mass Notification System (MNS) will improve the District's ability to communicate emergency warnings to the public by implementing an outdoor, audio-based, siren/loudspeaker system. This system will provide siren alerts, verbal notification, and evacuation or shelter-in-place instructions to District citizens, commuters and visitors in the event of a natural disaster or terrorist attack. The MNS is a direct communication tool that is especially useful to those who are removed from their regular information sources, i.e., not near a radio, television, or computer. The MNS will be strategically installed District-wide to broadcast spoken alert and protective action messages and emergency sirens. The MNS includes the emergency sirens as well as the network to deliver and receive signals from a prime control station. This system is complementary to the District's other existing methods of delivering mass notification and warning.

These are just two significant initiatives HSEMA is planning to implement in the near future. For a more comprehensive list of specific initiatives HSEMA and its District partners will implement over the next three years, see *Appendix C: Other Future Initiatives*.

Cost to Address Future Priorities

Presently, HSEMA does not require significantly more budgetary resources to achieve its mission. Mayor Fenty's proposed Fiscal Year 2009 budget demonstrates the Administration's continued commitment to safer neighborhoods throughout the city. These future initiatives, which will significantly improve the District's homeland security, improve public safety, increase inter-agency coordination, and may, in some instances, eliminate wasteful spending. The agency's local budget coupled with federal grant funding will enable HSEMA to meet its goal of being the nation's premier provider of homeland security and emergency management preparedness for the local community, voluntary organizations, and the private sector in the District of Columbia.

Training

Hand-in-hand with education and exercises for residents and businesses is making certain that the city's first responders and other emergency workers have the training they need. During FY 2007, HSEMA conducted 40 sessions of Incident Command System (ICS) training for 808 employees from city agencies including DDOT, DPW, MPD, FEMS, as well as federal agencies such as DHS, U.S. Department of Health and Human Services (HHS), and the U.S. Department of Transportation (DOT). In addition to ICS training, an additional 345 participants enrolled in classes to learn about their roles in the Emergency Operations Center (EOC) as Emergency Liaison Officers (ELOs), how to use WebEOC, and how to conduct Preliminary Damage Assessments (PDA). See *Appendix D: Other Training Sessions* for a more detailed list of the District's training efforts.

The following is a list of HSEMA's training records from September 1, 2007 to August 31, 2008:

Course Name w/ Description	Courses	Participants
ICS 100/700: This is a 3-hour classroom-based course designed to introduce the ICS and provide the foundation for higher level ICS training. This course describes the history, features, principals, and organizational structure of the ICS. It also explains the relationship between ICS and NIMS.	8	136
ICS 200: Developed to enable personnel to operate efficiently during an incident or event within ICS. ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the ICS. Designed for persons involved with emergency planning, response or recovery efforts.	1	1
ICS 300: This is a 24-hour classroom-based course designed to provide a multi-discipline or multi-jurisdiction course intended for front-line personnel with supervisory responsibilities, such as the incident commander or planning section chief. As an all-hazards Incident Command System course, the three-day curriculum consists of several modules that include instruction in general principles associated with incident command, along with various tabletop exercises that allow students to put this knowledge to practical use.	15	222
ICS 400: This is a 16-hour classroom-based course designed to provide training on resources for personnel who require advanced application of the ICS. The course discusses how major accidents engender special management challenges. The target audience for this course is senior personnel who are expected to perform in a management capacity in an Area Command.	15	193
ICS 402: This course is intended to provide a forum to discuss the agency's strategic and executive level preparedness and response issues and challenges related to WMD/terrorism and other incidents of national significance. It is also intended to serve as a vehicle to share proven strategies and practices as well as enhanced teamwork and coordination among the agency's senior officials responsible for emergency response to a major incident.	3	63
IS 800 National Response Framework: The course introduces participants to the concepts and principles of the National Response Framework.	9	96
Emergency Liaison Officer: This course is designed to provide ELOs with an overview of the DRP. It identifies the roles and responsibilities of ELOs during a public emergency, discusses ESFs and duties ELOs perform in reference to those functions.	11	156
Web EOC: This is a 4-hour web-based communication system course designed to provide participants with the capability to understand the different login options available in WebEOC, login to WebEOC, understand the Control Panel functions and indicator lights, display and add information to Status Boards and use WebEOC plug-ins.	10	128

Course Name w/ Description	Courses	Participants
Emergency Preparedness Training: This course is designed to provide an overview of emergency / disaster preparedness to participants by walking them through local emergency plans, how to identify hazards that affect their local area, and how to develop and maintain an emergency communications plan and disaster supplies kit in addition to evacuation, emergency public shelters, animals in disaster, and information specific to people with disabilities.	5	153
Public Assistance Operations: This is an 8-hour classroom-based course designed to introduce participants to the FEMA Public Assistance Program. The course provides basic information about the following: the federal disaster response process and the interaction of FEMA and the State in the delivery of the PA Program; the laws, regulations, and policies governing the PA Program; and procedures for conducting field operations	1	15
Preliminary Damage Assessment: PDA is a joint assessment used to determine the magnitude and impact of an event's damage. The District uses the results of the PDA to determine if the situation is beyond the combined capabilities of the state and local resources and to verify the need for supplemental federal assistance. The PDA also identifies any unmet needs that may require immediate attention.	1	30
Advanced Hydrologic Engineering Centers River Analysis System: The course will provide a thorough introduction to the capabilities of Hydrologic Engineering Center River Analysis System (HEC-RAS). The intended audience includes engineers, geoscientists or biologists who might be required to either perform HEC-RAS analyses or make reliable interpretations of other people's analyses.	1	15
E 273 National Flood Insurance Program (NFIP) Part I/Part II: This course is designed to provide an organized training opportunity for local officials responsible for administering their local floodplain management ordinance. The course will focus on the NFIP and concepts of floodplain management, maps and studies, ordinance administration, and the relationship between floodplain management and flood insurance.	2	30
E 278 National Flood Insurance Program / Community Rating System (NFIP/CRS): This course covers the CRS, a nationwide initiative of FEMA's National Flood Insurance Program. It describes activities eligible for credit under CRS, how a community applies, and how a community modifies an application to improve its classification.	1	15
Practical Levee Issues: This is an 8-hour classroom-based course designed to provide an introductory overview of levees, review the distinctions between levees and dams, examine key technical and safety issues, and provide insight into current policy concerns arising from the experiences of Hurricane Katrina, the FEMA NFIP and Map Modernization Programs	1	15
GIS for Hydrology and Hydraulics: This is a 16-hour classroom-based course designed to introduce the participant to the use of ArcHydro and HEC-GeoRAS extensions to the ArcGIS program. Participants utilize GIS functions to delineate watersheds and generate selected watershed parameters that can later be applied to hydrologic analysis (not specifically covered in this seminar).	1	15
Certified Floodplain Manager (CFM) Preparation and Study Course: This is a 16-hour classroom-based course designed to prepare staff for taking the CFM exam. This review course will closely follow the documents: FEMA-480, a study guide and desk reference for local officials, and Flood County USA Flood Insurance Study and maps.	1	15
Continuity of Operations Plans: This a 16-hour classroom-based course designed to define the COOP, explaining the benefits of a viable COOP program and plan, identify processes, resources, and tasks necessary to implement and manage a successful COOP. The course provides guidance for staff responsible for facilitating preparation of, site- or activity-specific plans and procedures that help ensure the safety of personnel at organizational elements to continue essential operations in the event of an emergency or threat of an emergency.	4	87

Course Name w/ Description	Courses	Participants
<p>Language Access / Customer Service: This is a 3-hour classroom-based course designed to provide participants with awareness level knowledge about the DC Language Access Act of 2004 enacted by Mayor Anthony Williams on April 21, 2004, which was developed to provide greater access and participation in public services, programs, and activities for constituents of the District with limited- or no-English proficiency (LEP/NEP).</p>	5	94
<p>Employment Equal Opportunities (EEO)/Diversity: This is a 3-hour classroom-based course designed to familiarize participants with the concepts of equal employment opportunities. The course provides clear definitions and examples of employment discrimination, along with guidelines for avoiding and dealing with discrimination in the workplace. Participants also learn about laws and legislation governing employment discrimination, as well as the consequences for those involved in violating those laws.</p>	3	67
TOTAL:	98	1,546

Exercises

In order to help ensure the efficacy of its planning and training efforts, the District has conducted a number of exercises during the 2007 fiscal year. HSEMA led or participated in all of these exercises, some of which were hosted by other District agencies and local or federal partners.

From mid-January to mid-March, the agency conducted community emergency management exercises in neighborhoods across the city. The purpose of the exercises was to test the 39 community cluster plans developed by the agency to guide neighborhood-specific response efforts in an emergency. More than 680 citizens took part in the 13 exercises. Lessons learned were used to help revise the plans. Currently, the agency is in the process of planning the latest round of community exercises. In addition to the community exercises, we also will conduct a series of four preparedness workshops for businesses to assist them in developing emergency plans.

Other exercises include the following:

DOH Tabletop Exercise	March 28, 2007
This tabletop exercise with public, private and charter schools provided a forum to discuss DOH decision-making in the event of a pandemic flu outbreak. The event raised awareness of the impact of closing K-12 school buildings, and helped clarify the responsibilities of participating agencies. Participants reviewed current plans to determine how to address school closures, and identified gaps in coordination among agencies required to support such closures. The exercise helped promote the continued planning and refinement of current pandemic influenza plans.	
Marine Corps Tabletop Exercise	March 29, 2007
This tabletop exercise provided an outstanding opportunity for the response community from multiple agencies to ensure that operations are efficient, effective, and complementary. Local and federal government, along with private community agencies and other organizations with a role in mass casualty response, were invited to share information and engage in solution-focused, candid, and cooperative discussion of the complex issues that may accompany a Mass Casualty incident.	
Mayor's Cabinet Exercise	April 20, 2007
HSEMA conducted a one-hour tabletop exercise with the Mayor and key cabinet officers. The exercise utilized a Radiological Dispersion Device (RDD) scenario and focused on communication and coordination with District agencies and the public. In addition to the Mayor's cabinet, both the DC National Guard and the Federal Bureau of Investigation (FBI) participated.	
2007 NCR Regional Response Exercise	April 26, 2007
HSEMA participated in the Hurricane Zephyr Regional Exercise. ELOs augmented the EOC, focusing on response and recovery efforts 48 hours after a hurricane has hit. The exercise involved state, local and federal officials from across the region. It also involved interoperability between the federal and local jurisdictions. The WebEOC significant events board and the NCR regional exercise board provided information to law enforcement, emergency management and utility and military operations centers throughout the region.	
HSEMA Severe Weather Tabletop Exercise	June 26, 2007
This exercise looked at District agencies roles during severe weather, including severe rain and flooding. This exercise ensured that everyone knows the DRP, each agency's ESF responsibilities, and the possible changes that have occurred that may prevent an ELO from completing his / her job. Other important issues included COOP planning, vital records security, warehousing resources, roles and responsibilities.	
Capitol Bridge RDD Response Workshop	July 17-18, 2007
This exercise focused on resolving key systemic communication and coordination issues at Command level, in joint response to an RDD incident. Scenario-based discussions will be used as a catalyst to validate plans, processes and procedures, build relationships, set the stage for future radiological response operations & inform	

participants on new doctrine and policy.	
CHEMPACK Tabletop Exercise	July 31, 2007
The purpose of this DOH exercise was to review and discuss the CHEMPACK response to a nerve agent release, from notification to deactivation. Other important issues included hospital and EMS CHEMPACK deployment as well as hub to spoke transfer. This exercise included FEMS, HSEMA, MPD, DDOT, and hospital emergency preparedness coordinators.	
Antiviral Tabletop Exercise	July 31, 2007
The purpose of this DOH exercise was to review and discuss Antiviral countermeasure capabilities for a Pandemic Flu event. Other important issues included RSS capacity and inventory management, allocation & delivery plan, and recipient request procedures. This exercise includes DCHA, HSEMA, and hospital emergency preparedness coordinators.	
HSEMA Hurricane Exercise	August 3, 2007
HSEMA organized a tabletop exercise at the Unified Communications Center (UCC) EOC with the District's Emergency Liaison Officers and relevant stakeholders. This exercise is designed to focus on the response and recovery missions of the District of Columbia's ESF Agencies and other support partners. Specifically, the exercise will evaluate the response and recovery plans in the District following a hurricane impacting the region.	
Vigilant Guard Exercise	September 5-7, 2007
Vigilant Guard is an annual training exercise sponsored by the National Guard Bureau at locations across the country, including Maryland, from September 5-7. The goal of this large scale exercise was to ensure that the Maryland National Guard, in conjunction with the National Guards of DC and VA, are as prepared as possible in order to respond to any contingency that may occur. This exercise helped train and equip members of the Guard to ensure that they are ready for domestic emergencies.	
Nautical Shield Tabletop Exercise	September 7-12, 2007
The Nautical Shield TTX took place in the area of Baltimore Harbor & Anacostia River and involved federal, state, local, & private industry partners (agencies/entities with a maritime security interest/nexus) including the NCR. The exercise coordinated the appropriate agencies' capabilities to respond to an oil spill on the Anacostia River. This DC Waterway Exercise Plan provided the planners from all participating organizations with the information necessary to conduct a hazardous material exercise involving a HAZMAT agent release and a waterway response.	
Capitol Shield 2008 (CS-08)	October 17-21, 2007
CS-08 is an annual "boots on the ground" exercise that allowed for the practice of search and rescue tactics by local first responders and local DOD support. DC supported the CS-08 exercise with HSEMA staff in the Simulation Cell located at Ft. McNair. DDOT and FEMS participated in field play at Lorton with FEMS participating in search and rescue activities and DDOT Roadway Operations Patrol exercising a response to an emergency scene and clearing vehicles from the roadway.	
Neighborhood Planning Committee (NPC) Dirty Bomb Tabletop Exercise	January 15, 2008
This tabletop exercise provided a forum to enhance Public and Private Sector coordination and communication during emergency situations. Participants discussed identification of the Private Sector's specific information needs to support the following issues: timely decision process, manage and monitor tenant needs, manage personnel, means/methods and processes to receive and distribute timely information as well as process to assess how all parties did during the event/after action review. Participating district agencies included HSEMA, MPD, FEMS, and DOH.	
Guardian Full Scale Exercise	February 27, 2008
This full scale exercise was conducted under the JPM (Joint Program Management) – Guardian Exercise Program at the Washington Navy Yard and the Anacostia Naval Annex to provide an opportunity to evaluate communication between the EOC and the incident command post, evaluate mutual aid agreements as well as evacuation versus shelter-in-place procedures in response to an RDD incident. The exercise provided the	

<p>opportunity to evaluate plans, processes and procedures, build relationships and set the stage for future radiological response operations at Naval military installations in the District.</p>	
<p>Volunteer Mobilization Functional Exercise</p>	<p>March 17-18, 2008</p>
<p>The purpose of the Volunteer Reception Center (VRC) Regional Functional Exercise was to evaluate the National Capitol Region's (NCR) ability to stand up eight VRCs simultaneously to manage, mobilize, and disburse volunteers in response to hurricane response and recovery efforts. The Metro Coalition of Volunteer Centers was established through a Memorandum of Understanding (MOU) to coordinate volunteer mobilization in the NCR. Activities in the VRC (DC exercise location - Turkey Thicket Recreation Center) included facility setup, volunteer registration, intake and interviewing, issuing identification and volunteer assignments, data entry, and monitoring a virtual VRC for processing volunteers via the internet. Participants include HSEMA, SERVE DC, and DMH.</p>	
<p>Ft. McNair Force Protection TTX</p>	<p>March 19-20, 2008</p>
<p>This garrison level force protection exercise presented a Vehicle-Borne Improvised Explosive Device (VBIED) scenario that would require a request for police and fire support from DC. This exercise provided the opportunity for the Military and Local responders to discuss what support and coordination would be required from the Local responders in the event a VBIED incident. Participants included HSEMA, FEMA and MPD.</p>	
<p>JFHQ-NCR and MDW Hurricane Evacuation DC TTX</p>	<p>May 16, 2008</p>
<p>This tabletop exercise was designed to bring together stakeholders from the Joint Force Headquarters - National Capital Region (JFHQ-NCR), US Army Military District of Washington (MDW) and the District of Columbia to discuss the District of Columbia Mass Evacuation Plan, focusing on Hurricane Evacuation as well as any identifiable shortfalls and (JFHQ-NCR) and (MDW) critical mission requirements. Other areas included discussion/initiation development of a standard set of operating protocols for evacuation procedures. This exercise helped to promote continued planning and coordination of hurricane evacuation plans between the District and the military.</p>	
<p>Gallaudet Exercise Tabletop Exercise</p>	<p>June 4, 2008</p>
<p>The Gallaudet University Operation Town and Gown (TG-08) Tabletop Exercise (TTX) was developed to test Gallaudet University's response to an active shooter situation in a special needs environment, and to evaluate the overall decision-making process for a response operation with a focus on internal and external stakeholder/first responder communication and coordination protocols. The exercise discussed the unique challenges of responding to a shooter scenario, particularly in a deaf environment. Participating District agencies included HSEMA, DOH, MPD, and FEMS.</p>	
<p>Community Preparedness Seminar for Wards 7 and 8</p>	<p>June 18, 2008</p>
<p>The purpose of the District of Columbia Community Preparedness Seminar was to provide an overview of the District of Columbia Homeland Security and Emergency Management Agency's (HSEMA's) role in emergency response, and provide a learning opportunity for Advisory Neighborhood Commissioners (ANC's) in Wards 7 and 8 to enhance their knowledge of key District Emergency Support Function (ESF) response agencies and their unique roles in responding to District incidents. Also, the seminar assessed the current emergency response knowledge and skills of Ward 7 and 8 ANC's, and identified emergency response knowledge and skill-building opportunities. Participating DC Agencies included HSEMA, MPD, FEMS, DOH, DDOT, and DPW.</p>	
<p>Mayor's Cabinet Level Senior Leaders Seminar</p>	<p>June 21-30, 2008</p>
<p>The purpose of the Incident Command System (ICS) and the Mount Pleasant Apartment Fire Senior Leaders Seminar (SLS) was to provide the District's executives and senior officials with the opportunity to train in incident command processes and procedures (ICS-402 Training, Overview for Executives/Senior Officials), and to apply this knowledge to a real world scenario (the March 13, 2008, apartment fire in Mount Pleasant) during the discussion portion of the seminar. The SLS emphasized senior leaders' understanding of ICS and emergency response coordination. Senior leaders identified strengths and areas for improvement with regard to the emergency management/initial recovery activities, and the changing relationships with senior leaders/executives that were going on simultaneous to the fire and lifesaving response to the Mount Pleasant Apartment Fire scenario.</p>	
<p>(I-STEP) Greater NCR Mass Transit TTX</p>	<p>June 25, 2008</p>

The intent of this discussion-based event was to exercise multi-agency coordination of preventive and protective actions, in response to a mass transit threat in the Greater NCR. The exercise was conducted in partnership with Amtrak, the Maryland Transit Administration (MTA), Virginia Railway Express (VRE), and the Washington Metropolitan Area Transit Authority (WMATA). Discussions centered on vertical and horizontal intelligence and information flow; interaction and coordination amongst adjacent transit and law enforcement agencies in the greater NCR; availability of Federal, State, local, and industry resources; and the impact and implications of increasing the Homeland Security Advisory System (HSAS) level and issuing Security Directives. Participants included HSEMA and DDOT.

Mutual Aid

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. Additional resources will be requested through mutual aid agreements with the Commonwealth of Virginia, the State of Maryland, local military installations, private sector partners, and federal agencies including the FBI. The District will pursue a formal partnership with the West Virginia Division of Homeland Security and Emergency Management Agency (WVDHSEMA). West Virginia is a close neighbor of the region, and the District will look to expand information-sharing capabilities with the state.

The District may also call upon the federal government to provide supplemental financial or physical resources necessary to deal with the overall impacts of the public emergency. The combined resources of the District, its partners, and the federal government represent an emergency response system that is used nation-wide to employ the various emergency teams, support personnel, specialized equipment, operating facilities, assistance programs, and access to private-sector resources.

Conclusion

In the first year of HSEMA's existence, the agency has successfully integrated homeland security and emergency management components. Moving forward, HSEMA will continue to enhance District capabilities, coordinate with local partners, and improve communication and information-sharing citywide. HSEMA will continue to be responsible for developing the priorities for homeland security capabilities in the District, and assessing current levels of readiness in each of those capability areas. To support this effort, HSEMA must work with its DC partners to identify the appropriate mix of capabilities to meet the priorities identified in the annual risk assessment, develop appropriate metrics/measures of effectiveness, and apply them to each of the capabilities in order to assess gaps between needs and current levels. As the developer of the District's grant requests to the federal government, HSEMA must work with its partners to translate preparedness priorities into coherent program plans and resulting requests for budgetary support and/or grant applications.

Preparedness encompasses those efforts to improve our capacity to perform each of these functions. HSEMA aims to be the nation's premier provider of homeland security and emergency management preparedness for the local community, voluntary organizations, and the private sector in the District of Columbia.

Appendix A: Capability Preparedness Measures

The following are TCL preparedness measures used by HSEMA to assess the District’s progress in planning for the specific capabilities tied to the agency’s seven strategic priorities.

PREPAREDNESS MEASURES	METRIC
I. Interoperability: Communications	
Operable communications systems that are supported by redundancy and diversity, that provide service across jurisdictions, and that meet everyday internal agency requirements, are in place	Yes
Communication systems support on-demand, real-time interoperable voice and data communication	Yes
Plans and procedures are in place to ensure appropriate levels of planning and building public safety communication systems prior to an incident	Yes
Plans and procedures are in place to ensure appropriate levels of upgrading/enhancing public safety communication systems and equipment prior to an incident	Yes
Plans and procedures are in place to ensure appropriate levels of replacing public safety communication systems and equipment prior to an incident. Plans and procedures are in place to ensure appropriate levels of maintaining public safety communication systems and equipment prior to an incident	Yes
Plans and procedures are in place to ensure appropriate levels of managing public safety communication projects prior to an incident	Yes
Communications Continuity of Operations Plan (COOP) that outlines back-up systems available at local levels, including protocols for use of systems, is in place	In Progress
Communications standard operating procedures (SOPs) that conform to NIMS are in place and are used in routine multiple jurisdictional responses	Yes
A multi-agency governance structure to improve communications interoperability planning and coordination has been established	Yes
Interoperability communications plans have been developed through governance structure and include all relevant agencies for data and voice communications	Yes
Interoperability policies and procedures to allow information sharing between levels of government and federal installations involved in incident, as necessary and as possible, are in place	Yes
Redundant and diverse interoperable communication systems are available	Yes
Plans to coordinate the procurement of communications assets to ensure interoperability are in place	Yes
Plans to acquire and influence sustained interoperability and systems maintenance funding have been developed	Yes
Plans include a procedure to return communications back to normal operations after each significant incident	Yes
Communications-specific tabletop exercises are conducted with multi-jurisdictional and multi-agency operations, technical, and dispatch participants	Yes
Communications-specific operational exercises with multi-jurisdictional and multi-agency participants are conducted	Yes
Operational exercises include an observer specifically to monitor the communications piece to ensure there is adequate information to provide in the After-Action Report (AAR) to correct any communication problems that occurred for the future	Yes
All personnel including non-traditional stakeholders have been trained to operate communications systems according to their incident role	In Progress

Interoperability systems are used in pertinent everyday activities and emergency incidents to ensure familiarity with system and cooperation	Yes
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II. Mass Casualty: Mass Prophylaxis	
Local plans contain elements included in the Local SNS Assessment Tool	Yes
Mass prophylaxis plan is incorporated into overall emergency response plan	Yes
Plan addresses requesting and receiving Mass Prophylaxis from the or CDC	Yes
Plan addresses the distribution of mass therapeutics (e.g. points of dispensing, medical supplies, staffing, security)	Yes
Plan addresses cultural characteristics of populations to be treated (e.g. religious needs, language barriers)	Yes
Plan addresses the provision of prophylaxis to special needs populations (e.g. disabled people, quarantined individuals, and people requiring ongoing medical support)	In Progress
Plan addresses infection control measures to protect staff and patients (e.g. medical screening is performed in separate area away from mass prophylaxis site)	Yes
Mass prophylaxis plan incorporates input from all relevant stakeholders, including health department, emergency management agency, public works, department of transportation, law enforcement, EMS, fire, hospitals, military installations, department of finance)	Yes
Treatment center point of contact is identified and documented in mass prophylaxis plan	Yes
Mass prophylaxis plan provides authorization for practitioners to issue standing orders and protocols for dispensing sites	Yes
Mass prophylaxis plan provides authorization for practitioners to dispense medications	Yes
Exercises evaluate the tactical communications portion of the mass prophylaxis plan	Yes
Exercises evaluate the public information and communication portion of the mass prophylaxis plan	Yes
Exercises evaluate the mass prophylaxis plan procedures to maintain security	Yes
Exercises evaluate the mass prophylaxis inventory management system plan	In Progress
Exercises evaluate the mass prophylaxis plan procedures to distribute prophylaxis	Yes
Exercises evaluate the mass prophylaxis dispensing procedures	Yes
Exercises evaluate the point of dispensing center coordination plan	Yes

II. Mass Casualty: Medical Surge	
A process is in place to project the demand for medical surge (e.g. how many people will need treatment, how long it will take to secure facilities)	In Progress
A scalable patient tracking system is in place	In Progress
Plan for community-based hospital bed surge capacity is in place	Yes
All acute care hospitals have capacity to maintain, in negative pressure isolation, at least one suspected case of a highly infectious disease or a febrile patient with a suspect rash or other symptoms of concern who might be developing a highly communicable disease	Yes
Sufficient supplies of personal protective equipment are available for current and surge healthcare personnel to work safely within the limits defined by their SOPs	Yes
Secure and redundant communications system that provides connectivity during a catastrophic event among healthcare facilities and all other responder disciplines at all jurisdictional levels is in place	Yes

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Updated medical surge plans have been developed in conjunction with critical multidisciplinary partners (public health, emergency management agency, law enforcement, etc.)	In Progress
Plans address the use of existing facilities (e.g. hospitals, clinics, extended care facilities)	In Progress
Plans address the identifying and establishing additional facilities (e.g. provision of personnel, equipment, pharmaceuticals) when needed	In Progress
Plans address patient and resource transportation (e.g. identification and availability of traditional and non-traditional resources)	In Progress
Plans address facility-based evacuation (e.g. identification of receiving facilities, coordination of transportation assets)	In Progress
Plans for the set up, staffing, and operation of alternate care facilities are in place	In Progress
Plans address the treatment of medical surge personnel, site staff, and their families (e.g. medical needs, stress management strategies)	In Progress
Plans address dissemination of accurate, timely, accessible information to public, media, support agencies	Yes
A database to track the status of medical surge resources (e.g. medications, medical professionals) is in place or accessible	Yes
A local/regional pharmaceuticals management system is in place that captures current inventory of Metropolitan Medical Response System, Health Resources and Services Administration-hospital, CHEM-PACK caches	Yes
A local/regional pharmaceuticals management system is in place that tracks the dispensing of pharmaceuticals during the incident	Yes
Hospitals utilize competency-based education and training programs for all hospital personnel responding to a terrorist incident or other public health emergency	Yes
Hospitals and their healthcare partners have an exercise program that conforms with Joint Commission on Accreditation of Healthcare Organizations, Health Resources and Services Administration, Center for Disease Control (CDC), NIMS, and Homeland Security Exercise and Evaluation Program (HSEEP) requirements	Yes
City participates in Emergency System for Advance Registration of Volunteer Health Professionals (ESAR-VHP) Program	Yes

II. Mass Casualty: Mass Care	
A mass care plan is in place for the general population	Yes
Mass care plan is integrated with our plans for evacuation (e.g. evacuation routes to shelters are identified, exercise evacuation from various locations to local shelters)	Yes
Mass care plan addresses cultural characteristics and needs of populations to be sheltered (e.g. religious needs, language barriers)	Yes
Mass care plan addresses the shelter requirements of special needs populations (e.g. disabled people, people requiring ongoing medical support)	Yes
Mass care plan addresses the feeding needs of affected populations (e.g. estimate projected need, identify distribution, preparation, and feeding sites, establish mobile feeding routes)	Yes
Plans to transfer individuals with needs beyond the shelter's capacity to a functional and medical support shelter or other appropriate care facility with their caregivers/family are in place	In Progress
Plan to utilize ARC/HHS Initial Intake and Assessment Tool to assess individuals arriving at shelters is in place	Yes
A mass care plan for companion animals (includes provision of shelter, food, and animal welfare inquiry services) is in place	Yes

Shelter agreements for each jurisdiction are in place	Yes
Mass care plan addresses the safety and security of shelter facilities	Yes
The mass care plan includes MOUs with non-governmental organizations (NGOs) to provide personnel and equipment support following an incident	In Progress
Mass care plan includes programs for recruiting volunteers	Yes
Has a companion animal care/handling plan coordinated with appropriate partners	Yes
Training and exercise program for mass care personnel is in place and covers sheltering and feeding	Yes
Training and exercise program addresses common mass care issues (e.g., culture, language, accommodating people with disabilities in general population shelters etc.)	Yes
Training and exercises for mass care operations occur on regular basis	Yes
Shelter staff are familiar with ARC/DHS Initial Intake and Assessment Tool that is used for initial screening of clients	Yes

III. Community Preparedness: Community Preparedness and Participation	
Membership of Citizen Corps Council includes representatives from government, emergency management officials, civic organizations, faith-based organizations, special needs advocacy groups, private sector, critical infrastructure, education, and neighborhood associations	Yes
Strategic plan to engage all residents in preparedness, training, drills/exercises, and volunteer support is in place	Yes
EOP addresses citizen preparedness and participation, establish volunteer support for ESFs, and plan for use of non-governmental resource	Yes
Exercises engage non-governmental entities, volunteers and the general public	Yes
Plans include MOUs specific to non-governmental entities (e.g., personnel and resources)	Yes

III. Community Preparedness: Citizen Evacuation & Shelter-in-Place	
Evacuation and shelter-in-place plans address the development and dissemination of accurate, timely, accessible information to public, media, support agencies	In Progress
Informational materials for use in citizen preparedness for evacuation and shelter-in-place have been developed and coordinated with public education/citizen preparedness programs on procedures and guidance for radiological and nuclear hazards	Yes
Informational materials for use in citizen preparedness for evacuation and shelter-in-place have been developed and coordinated with public education/citizen preparedness programs on procedures and guidance for biological and chemical hazards	In Progress
Informational materials for use in citizen preparedness for evacuation and shelter-in-place have been developed and coordinated with public education/citizen preparedness programs on procedures and guidance for explosive hazards	In Progress
Informational materials for use in citizen preparedness for evacuation and shelter-in-place have been developed and coordinated with public education/citizen preparedness programs on citizen responsibilities	In Progress
Informational materials for use in citizen preparedness for evacuation and shelter-in-place have been developed and coordinated with public education/citizen preparedness programs on options and guidance for handling companion animals	In Progress
Plans addressing authority and decision-making processes for shelter-in-place and/or evacuations are in place	In Progress

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Nonprofit organizations/NGOs (e.g. the American Red Cross, Salvation Army, faith-based organizations) were actively engaged in plan development	Yes
Plans addressing authority and procedures to declare and enforce a mandatory evacuation are in place	Yes
Plans are in place for the evacuation of neighborhoods	Yes
Plans are in place for the evacuation of high-rise buildings	Yes
Plans are in place for the evacuation of subways	Yes
Plans are in place for the evacuation of correctional facilities	Yes
Plans are in place for the evacuation of hospitals/nursing homes/assisted-living/elder care facilities	Yes
Plans are in place for the evacuation of special events venues	Yes
Plans are in place for the evacuation of other high-risk areas in response to a threat or attack	Yes
Plans are in place for the evacuation of animal shelters and zoos	Yes
Processes for identifying populations that may need assistance with evacuation/shelter-in-place, prior to an incident are in place	In Progress
Processes for identifying, during an incident, populations that may need assistance with evacuation/shelter-in-place are in place	Yes
Processes for identifying and addressing the different types of assistance needed (e.g., physical movement, transportation assistance, language translation, etc.) are in place	In Progress
Populations that may need assistance with evacuation/shelter-in-place have been identified	Yes
Evacuation plan(s) are in place to provide transportation and other evacuation assistance to all persons who need evacuation assistance; plans, at a minimum, address assistance for non-institutionalized populations requiring assistance to be moved (e.g., the elderly, disabled, etc.)	Yes
Evacuation plan(s) are in place to provide transportation and other evacuation assistance to all persons who need evacuation assistance; plans, at a minimum, address assistance for transient populations (e.g., the homeless; tourists and visitors)	Yes
Evacuation plan(s) are in place to provide transportation and other evacuation assistance to all persons who need evacuation assistance; plans, at a minimum, address assistance for institutionalized populations (e.g., nursing homes, hospitals, psychiatric institutions, boarding schools)	Yes
Evacuation plan(s) are in place to provide transportation and other evacuation assistance to all persons who need evacuation assistance; plans, at a minimum, address assistance for populations out of the home (e.g., students, those in public venues) and the work force during a surprise incident	Yes
Evacuation plan(s) are in place to provide transportation and other evacuation assistance to all persons who need evacuation assistance; plans, at a minimum, address assistance for companion animals	Yes
Plans for coordinating with law enforcement (e.g. to identify risk to transportation infrastructure from potential terrorist attack, identify security and survival vulnerabilities to evacuated population, identify protective countermeasures) are in place	Yes
Plans to coordinate with public safety agencies in evacuating incarcerated populations are in place	Yes
Evacuation plan(s) identifying evacuation routes and traffic flow and control measures are in place	Yes
Evacuation routes are marked	Yes
Plans identifying measures to ensure adequate services (e.g., gas, food, water, tow trucks, medical emergencies, etc.) along the evacuation route(s) are in place	Yes
Plans to provide for leadership at evacuation staging points and/or at temporary evacuation shelters for up to 72 hours are in place	In Progress
Plans to coordinate with mass care agencies to provide required services at evacuation staging	In Progress

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points and/or at temporary evacuation shelters for at least 72 hours are in place	
Arrangements with agencies to be involved in evacuations/sheltering, staffing of shelters, logistical supply, security, and support of shelters are in place	In Progress
Plans to coordinate with medical care agencies to provide medical support, supervision, and symptom surveillance of evacuees during a prolonged evacuation (e.g., monitoring and caring for people with pre-existing medical conditions or disabilities and those who may become ill during the evacuation) are in place	Yes
Plans to address decontamination of evacuees (e.g., coordination with HazMat) are in place	Yes
An information tracking system is in place to support evacuation and shelter-in-place operations	Yes
Memoranda of understanding (MOU) with jurisdictions to serve as host communities for evacuees during an incident have been developed	In Progress
Plans to address re-entry of the general population are in place	Yes
Plans to address re-entry support for populations requiring assistance to return are in place	Yes
Plans to coordinate with utility companies regarding safety instructions for returning homeowners are in place	Yes
Staff of agencies to be involved in evacuations/sheltering, staffing of shelters, logistical supply, and support of shelters have been trained	In Progress
Pre-event exercises of the notification and activation of evacuation and shelter-in-place plans are conducted with citizen participation	Yes

III. Community Preparedness: Emergency Public Information & Warning	
The emergency operations plan (EOP) specifies how and when to enact the public information function	In Progress
The emergency operations plan (EOP) specifies how and when to activate public alert and warning functions	In Progress
The emergency operations plan (EOP) specifies how and when to enact the notification function	In Progress
The emergency operations plan (EOP) includes a communications strategy to engage the media to ensure accurate information is disseminated	Yes
The emergency operations plan (EOP) specifies how and when to enact a Joint Information System (JIS)	Yes
The emergency operations plan (EOP) provides procedures for use when normal information sources are lost	In Progress
Emergency Alert System (EAS) activation plan is in place and is tested regularly	Yes
Public awareness and education plan is in place with all appropriate agencies and partners	Yes
Plans for Joint Information Center (JIC) include multi-jurisdictional, multi-disciplinary agencies, the private sector, nongovernmental organizations, and staffing JIC functions	Yes
Communications plan in place to communicate changes in threat level (in the Homeland Security Advisory System) to the public	Yes
Joint Information Center Manual is in place	Yes
Joint Information Center Manual includes protocols for interfacing with the media, legislative interests, officials and celebrities, citizens, city, federal, and private industry leaders	Yes
Joint Information Center Manual includes a listing of homeland security and emergency management sources of information and updatable media lists	Yes
Contact information for public and private partners is current and available	Yes

Joint Information Center Manual includes protocols for operating in Joint Information Center (JIC)	Yes
Crisis and emergency risk communications (CERC) plans are in place	In Progress
Joint Information Center Manual includes protocols for identification of resources and responsibilities in advance of an accident	Yes
Procedures are in place for rapidly deploying public affairs teams	In Progress
Procedures are in place for communicating with internal groups and individuals about disasters and emergencies following established standards, as appropriate (e.g. the Emergency Management Accreditation Program (EMAP) and the National Fire Protection Association (NFPA) 1600)	In Progress
Procedures are in place for communicating with external groups and individuals about disasters and emergencies following established standards, as appropriate (e.g. the EMAP and the NFPA 1600)	Yes
Procedures and protocols to communicate and coordinate effectively with other JICs and other incident command system (ICS) components, structured according to the incident command, unified command, or area command are in place	Yes
Preparedness information is widely distributed in languages appropriate to the cultural and ethnic needs of the populations of the area	In Progress
Information dissemination and alert/warning mechanisms are structured so that private sector entities receive accurate, timely, and unclassified information	Yes
Plans and procedures to update alerts/warning frequently are in place	Yes
Plans and procedures to receive and archive responses from stakeholders that have been previously notified are in place	In Progress
Plans and procedures for how notification of recovery assistance information will be disseminated to the public are in place	In Progress
Plans and procedures for a post-incident containment informational program are in place	In Progress

IV. Intelligence/Information Sharing & Dissemination	
Relevant federal, regional, and local authorities have been identified as necessary participants in the information sharing process	Yes
Relevant federal, regional, and local authorities have access to the necessary information sharing systems	Yes
Memoranda of understanding (MOU) or similar agreements between appropriate entities are in place	In Progress
Regulatory, statutory, and/or privacy policies are in place	In Progress
Federal, regional, and local law enforcement entities have a clearly defined, implemented, and audited process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence	In Progress
Clearly defined and documented mechanisms/processes (reduced to a single pipeline wherever possible and prudent) for sharing information/intelligence among federal, regional, and local sources are in place	Yes
Mechanisms/processes for sharing information/intelligence among federal, regional, and local sources are technologically proficient for the entities involved	Yes
Alternative, supplemental, and back-up mechanisms for routing information and/or intelligence to the necessary agencies are available and routinely evaluated	Yes
Mechanisms within the information sharing network to provide feedback and/or follow-up information as needed are in place	Yes

Local agencies have an established procedure/protocol for providing intelligence products or relevant information to street-level law enforcement personnel	Yes
Fusion Centers/processes ensure the participation of appropriate private sector entities	In Progress
Access to early detection/alert programs and networks and all-source information is available (e.g., Public Health Information Network, BioSense, Homeland Security Information Network, Information Sharing and Analysis Centers, etc.) as appropriate	Yes
There are adequate numbers of trained personnel at all levels (especially at dispatch or communications centers) to process and disseminate information	In Progress
Personnel are aware of and trained to adhere to pre-defined security clearances and need to- know parameters	Yes
Appropriate personnel are trained in processing and disseminating information and intelligence	Yes
Personnel are trained in the process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence	Yes
Exercises test the process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence	In Progress
All appropriate law enforcement personnel have received the Criminal Intelligence Coordinating Council (CICC) Outreach Package	In Progress
All appropriate law enforcement personnel promote the concept of intelligence-led policing as outlined in the CICC Outreach Package	Yes
Training and exercise programs include interaction with the private sector operators of critical infrastructure	In Progress
Exercises test alternative, supplemental, and back-up mechanisms for routing information and/or intelligence to the necessary agencies	In Progress

V. Critical Infrastructure Protection	
NIPP and SSPs are in place	Yes
City and/or regional CIP Plans are developed and in place	In Progress
Appropriate risk methodology (i.e. one that takes into account the threats, consequences, and vulnerabilities) has been developed and approved by the federal government for CI/KR protection	Yes
Vulnerability assessment tool has been developed	Yes
A mechanism for coordinating CIP efforts has been established for federal and city authorities (e.g. federal, regional, and local Government Coordinating Council)	Yes
National CIP Research and Development Plan has been established	In Progress
CIP information-sharing mechanism has been established	In Progress
Sector security goals have been established for each sector in partnership with security partners	In Progress
Sector security goals support the goal of the NIPP	Yes
Sector security goals yield specific, measurable outcomes that allow security partners to allocate security resources and to track progress	In Progress
Vulnerability assessment training program is developed and implemented	Yes
Risk assessment training program is developed and implemented	Yes
System to "Red Team" CIP measures and technology is in place	In Progress

VI. WMD/CBRNE Detection & Response: WMD & HazMat Response & Decontamination
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WMD/HazMat response and decontamination plans are based on a formal assessment of risks and vulnerabilities	Yes
Risk analysis is completed for potential HazMat vulnerabilities, including fixed facilities and transportation-related emergencies	Yes
Local Emergency Planning Committee is functional	In Progress
Plans for pre-identified and equipped HazMat personnel to respond to HazMat incident and provide initial rapid HazMat incident size-up within 30 minutes from notification (< 2hrs if regional resource) are in place	Yes
HazMat personnel are equipped and trained for weather prediction and hazard pluming	Yes
Redundant HazMat response teams and equipment are available (or accessible through mutual aid agreements) to provide resiliency in the event of a large-scale incident	Yes
WMD/HazMat plans address substance identification equipment (e.g. bases, vapors, liquids, solids, biologicals like white powder)	Yes
WMD/HazMat plans address personnel needs (e.g. work/rest cycles, medical, psychological, financial assistance, etc.)	Yes
WMD/HazMat plans address demobilization (e.g. debrief personnel, repackage equipment)	Yes
Jurisdiction's HazMat team(s) has current protocol to coordinate with emergency medical services (EMS) on victim care post-decontamination (identification of substance, administration of antidotes, etc.)	Yes
Jurisdiction's HazMat team(s) has current protocol to coordinate with law enforcement for evidence collection and crime scene control	Yes
Emergency response and command vehicles and Incident Command Posts are equipped with Emergency Response Guidebook, NIOSH pocket guidebook, and discipline-related references relevant to the region	Yes
Jurisdiction's HazMat team(s) trains regularly with EMS to ensure proper coordination of victim care post-decontamination (identification of substance, administration of antidotes, etc.)	Yes
Jurisdiction's HazMat team(s) trains regularly with law enforcement to ensure proper coordination for evidence collection and crime scene control	Yes

VI. WMD/CBRNE Detection & Response: CBRNE Detection	
Technological shortfalls in detection for each CBRNE agent have been identified	Yes
A research and development program to address the detection technological shortfalls for each CBRNE agent is in place	Yes
A program for the timely development of standards for emerging technology is in place	Yes
A process to identify, acquire, and integrate appropriate technology in operational environments is in place	Yes
Technical support for each CBRNE agent is available (on-site or through "reach back")	Yes
A standard list of threats of concern for each CBRNE agent is in place	Yes
Appropriate levels of detection sensitivity for each CBRNE agent have been selected for the identified threats of concern	In Progress
Detection sensitivity thresholds for each CBRNE agent comply with appropriate international, national, State, and local standards	Yes
A regional detection plan for each CBRNE agent has been developed and coordinated	In Progress
Protocols have been developed and incorporated in plans to communicate CBRNE detection activities, locations, anomalies and their resolution to appropriate personnel (e.g., intelligence, law	In Progress

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enforcement, hazardous materials (HazMat), and public health personnel)	
Protocols for notifying officials include agency specific call-down lists	Yes
Appropriate procedures exist for CBRNE detection at critical infrastructure/key resources (CI/KR) for specific threat conditions	Yes
Integrated detection architectures for each of the CBRNE agents exist	In Progress
Gaps in detection capability for each of the CBRNE agents are identified	Yes
A process to acquire and allocate resources to fill CBRNE detection gaps is in place	In Progress
First responders and CI/KR personnel have received awareness-level training for each of the CBRNE agents	Yes
Appropriate personnel have been identified for CBRNE detection training (e.g., law enforcement, transit police and security, fire department, hazardous materials (HazMat), public health, private sector security, and critical infrastructure personnel)	Yes
Training for detection operators, laboratory staff, and critical infrastructure personnel has been conducted	In Progress
A program to test and evaluate new CBRNE technology in the appropriate operational environment is in place	Yes
Detection training materials have been developed and validated for each CBRNE agent	In Progress
Public education campaigns exist for CBRNE detection	Yes
The CBRNE detection exercise program is in compliance with Homeland Security Exercise and Evaluation Program (HSEEP) guidance	In Progress
A process for analyzing exercise results and incorporating lessons learned is in place	Yes

VI. WMD/CBRNE Detection & Response: Explosive Device Response Operations	
Effective plans for Explosive Device Response Operations are in place	Yes
Plans address standardized education to certify bomb technicians (e.g. FBI Hazardous Devices School, National Bomb Squad Commanders Advisory Board)	Yes
Plans address onsite treatment of devices (e.g. deactivation, disruption, disabling, containerizing for transport)	Yes
Plans address communications requirements (e.g. establish onsite command, control, communications and intelligence operations)	Yes
Effective plans, tactics, techniques, and procedures to respond to suicide bombers are in place	In Progress
Effective plans, tactics, techniques, and procedures to respond to vehicle-borne improvised explosive devices are in place	Yes
Effective plans, tactics, techniques, and procedures to respond to radio-controlled improvised explosive devices are in place	Yes
Effective plans, tactics, techniques, and procedures to respond to improvised devices that contain chemical, biological, and radiological components (weapons of mass destruction) are in place	Yes
Current mutual aid agreement that permits sharing of personnel and/or equipment is in place (if necessary)	Yes
Squads obtain the equipment and training to receive a Type I or II rating	Yes
Effective training and exercise programs for responding to suicide bombers are in place	In Progress
Effective training and exercise programs for responding to vehicle borne improvised explosive devices (VBIED) are in place	Yes
Effective training and exercise programs for responding to radio-controlled improvised explosive	Yes

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devices (RCIED) are in place	
Effective training and exercise programs for responding to improvised devices that contain chemical, biological, and radiological components (weapons of mass destruction) are in place	Yes
Effective tactics, techniques, procedures, and training are standardized and shared within the bomb squad community	Yes
Effective practices and training are reinforced as needed during practical exercises that accurately replicate threats and operating conditions	Yes
General public and private sector are provided with bomb threat awareness training as needed	Yes
All bomb squad training (including techniques, tactics, and procedures) is consistent with and enhances training delivered by the FBI Hazardous Devices School (HDS)	Yes

VII. Planning	
City strategic plans include, but are not limited to, the national mission areas of prevent, protect against, respond to, and recover from man-made and natural disasters and acts of terrorism	Yes
The strategic plan defines the vision, mission, goals, and objectives of the jurisdiction	Yes
Strategic plan addresses protection against, response to, and recovery from natural and manmade disasters as well as acts of terrorism	Yes
Planners are trained and equipped	Yes
Frequency with which plans are reviewed and updated in accordance with federal, state, and local regulations and policies	Yes
Improvement actions from after-action reports (AARs) and lessons learned are implemented according to the scale of disaster(s) and/or through defined federal mandate for schedule for completion	Yes
Continuity of Operation (COOP) plans describe how personnel, equipment, and other resources support sustained response/survivability and recovery for all sectors	Yes
Continuity of Government (COG) plans describe the continued functioning of constitutional government under all circumstances	Yes
Emergency response plans are consistent with the National Response Framework (NRF) and National Incident Management System (NIMS)	In Progress
Mutual aid assistance agreements are in place with contiguous jurisdictions	Yes
Preparedness plans are consistent with NRF and NIMS	In Progress
Aid assistance agreements or contracts with private organizations are in place	Yes
Pre-identified mechanisms to request assistance from regional or federal Government are in place	Yes
Emergency response plans address substantial loss of public safety response capabilities during catastrophic events (to include special needs populations and people with disabilities)	Yes
Plans are exercised and/or evaluated according to Homeland Security Exercise and Evaluation Program (HSEEP) requirements	In Progress
Record of deficiencies is generated from plan review process within consensual or mandated predetermined days for review	Yes

Appendix B: List of District Shelters

The following is a list of shelters in the District that will be used in the event of an emergency:

Super Shelters in the District (<i>Capacity for >1,000 people</i>)	
Washington Convention Center	801 Mt. Vernon Place NW
Stadium Armory	19th Street SE between Burke & C Streets

Other Shelters in the District (<i>Capacity for <1,000 people</i>)	
Coolidge Senior High School	6315 5th Street NW
Thomas Elementary School	650 Anacostia Avenue NE
Takoma Educational Center	7010 Piney Branch Road NW
Banneker Senior High School	800 Euclid Street NW
Jefferson Middle School	801 7th Street SW
Burrville Elementary School	801 Division Avenue NE
Browne Junior High School	850 26th Street NE
Walker-Jones/R.H. Terrell Elementary School	100 L Street NW
Tyler Elementary School	1001 G Street SE
Thomson Elementary School	1200 L Street NW
Brightwood Elementary School	1300 Nicholson Street NW
Dunbar Senior High School	1301 New Jersey Avenue NW
Malcolm X Elementary School	1351 Alabama Avenue SE
Anacostia Senior High School	1601 16th Street SE
Randle Highlands Elementary School	1650 30th Street SE
Ellington School of the Arts Senior High	3500 R Street NW
Eastern Senior High School	1700 East Capitol Street NE
Kramer Middle School	1700 Q Street SE
Bancroft Elementary School	1755 Newton Street NW
Taft Center	1800 Perry Street NE
Cleveland Elementary School	1825 8th Street NW
Reed Learning Center	2200 Champlain Street NW
Francis Middle School	2425 N Street NW
Spingarn Senior High School	2500 Benning Road NE
Kelly Miller Middle School	301 49th Street NE
Marshall Educational Center	3100 Fort Lincoln Drive NE
Tubman Elementary School	3101 13th Street NW
Bell Multicultural Senior High School	3101 16th Street NW
Turner Elementary School	3264 Stanton Road SE

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M.C. Terrell/McGogney Elementary School	3301 Wheeler Road SE
Ballou Senior High School	3401 4th Street SE
Woodrow Wilson Senior High School	3950 Chesapeake Street NW
Stuart-Hobson Middle School	410 E Street NE
Barnard Elementary School	430 Decatur Street NW
Roosevelt Senior High School	4301 13th Street NW
MacFarland Middle School	4400 Iowa Avenue NW
Murch Elementary School	4810 36th Street NW
Key Elementary School	5001 Dana Place NW
H.D. Woodson Senior High School	5500 Eads Street NE
Lafayette Elementary School	5701 Broad Branch Road NW
Miner Elementary School	601 15th Street NE
Garrison Elementary School	1200 S Street NW

Appendix C: Other Future Initiatives

The following is a list of the projects HSEMA will implement over the next three years, including technology enhancements, equipment purchases, inter-agency coordination, studies, plans, and training.

Alternate Care Site Feasibility Study
DOH will perform a feasibility study of alternate care sites identified in District buildings and sites. The study will determine their potential for use as alternate care sites during a public or public health emergency. The study will evaluate shuttered hospitals, clinics, and large buildings as available space.
Bio-Packs Deployment
DOH will work with MPD and FEMS to deploy Bio-Packs throughout the District during Fiscal Year 2008 in addition to other programs, and will increase the number of responders trained to respond to CBRNE incidents.
Critical Infrastructure Protection Regional Coordination
HSEMA will coordinate and conduct the site assessments with critical infrastructure stakeholders identified through the risk assessment. The District will strengthen working relationships with private sector critical infrastructure stakeholders and work with CIWG and various District agencies to identify vulnerability reduction strategies for critical infrastructure assets.
Council of Government HazMat Committee Equipment Standards
FEMS is working with the COG HazMat Committee to establish regional equipment standards for interoperability, as a precursor to the development of a detection network to mirror the radiation network. The District will continue to upgrade and enhance WMD/Hazmat capabilities by acquiring the latest equipment and training.
Communication Equipment Enhancements
The District intends to redesign the radio systems' use of spectrum (fleet mapping) and reprogram all 9,400 existing radios to give agencies direct access to one another. The District also plans to install 600 police Mobile Data Terminals (MDTs), and outfit 200 Fire and EMS Department vehicles with MDTs. The District also plans to enhance its EOC Communications through the purchase of additional software licenses needed to operate several data and voice communication systems, including web-based emergency management software (WebEOC), public alert systems, mass-text-messaging systems, and GIS mapping systems.
Data Exchange Hub
The District's Data Exchange Hub (DEH) program will develop a Computer Aided Dispatch to Computer Aided Dispatch (CAD-to-CAD) application to share critical response and asset CAD messaging between NCR jurisdictions to improve police, fire, and EMS interoperability and response. The DEH will also advance the development of a Geographic Information System (GIS) regional situational map to support NCR GIS specific data set sharing.
District Homeland Security Strategy and District Response Plan
The existing District Homeland Security Strategy and District Response Plan must be updated to reflect lessons learned and the new National Response Framework. The District will also revise its plans in accordance with the new Emergency Management Accreditation Program (EMAP) standard and obtain EMAP re-certification. This Investment also includes a focus on community preparedness, including shelter planning and incorporating special needs into all aspects of response planning.
EOC Standard Operating Procedure
HSEMA is leading the effort to establish a standard operating procedure between EOCs and fusion centers in the NCR so that information flowing in during a crisis will be verified for authenticity and credibility. Currently, information flows into EOCs and fusion centers (designed to analyze multiple information sources to seek potential criminal patterns and emerging threats) from numerous sources.
IED/CBRNE Equipment Purchases

<p>The District will replace an existing, irreparable foam truck. FEMS will replace 2,100 CBRNE personal protective equipment (PPE) masks to meet the standards mandated by the National Fire Protection Association. The District will acquire an IED mobile detection vehicle to detect IEDs across the city. Additionally, the District will seek to acquire the latest technology available to enhance the District's capability to detect IEDs and other explosive devices.</p>
<p>Mass Care Equipment Enhancements</p>
<p>The District will purchase additional surge equipment including hospital beds, respirators, and burn kits. These equipment enhancements will allow hospitals to serve additional patients, speed their recovery, and decrease the fatality and permanent impairment rate among victims.</p>
<p>Mass Notification and Evacuation Plans</p>
<p>The District also plans to refine its mass notification and evacuation processes to address new scenarios. The District will continue to exercise with its federal government partners, regional partners, and senior District government officials and conduct and track training for responders and decision-makers.</p>
<p>Mass Prophylaxis Coordination</p>
<p>To measure effectively current medical surge capacity, identify gaps, and determine how to address these gaps, the District will conduct an assessment that utilizes current federal standards. At this time, the District does not have an accurate assessment of its hospitals' ability to handle increased capacity during an emergency event. HSEMA will develop a pilot program to standardize policies, protocols, agreements, and educational materials that will be able to be distributed to the public as well as a plan to deliver prophylaxis to the entire city within 48 hours.</p>
<p>Metropolitan Medical Response System</p>
<p>The District also will join the NCR's Metropolitan Medical Response System (MMRS) which helps local systems respond within 24-48 hours (without federal assistance) to a chemical, radiological, nuclear or explosive event involving 1,000 victims, or a biological event involving 10,000 victims per jurisdiction.</p>
<p>National Data Exchange</p>
<p>The District will work to attain access to the FBI's National Data Exchange (N-DEx) in the fusion center and Homeland Security Data Network (HSDN). The N-DEx is a new investigative tool which can search, link, analyze, and share criminal justice information, including incident/case reports, incarceration data, and parole/probation data on a national basis.</p>
<p>NCRNet</p>
<p>The District and NCR will create a government-controlled fiber optic network called the NCRNet that government agencies and organizations can use to share critical information during emergencies and during day-to-day operations. NCRnet is being completed to connect public safety databases, communications, and functions in order to be able to handle regional emergencies.</p>
<p>Neighborhood Evacuation Planning</p>
<p>The District will improve its citizen evacuation and shelter-in-place plan by creating ward-(neighborhood-) specific evacuation and sheltering profiles. These profiles will be customized to each ward. Public outreach and education will be done in each ward to educate the residents on the specifics of their evacuation and sheltering profile.</p>
<p>Planning Efforts</p>
<p>The District will develop a Mass Fatality plan as well as Mass Care and Shelter Plans that provide care for individuals with medical issues and special needs. Also, the District plans to update its COOP and COG plans for District agencies and offices based on current federal guidelines, as well as update and enhance its Emergency Transportation Annex. In order to provide services from alternate sites, the District must evaluate its information technology capabilities and plan to provide essential services with a reduced workforce.</p>
<p>Safe-Site Monitors Expansion</p>
<p>The District plans to install "Safe-Site" monitors in the eight District acute care hospitals with emergency rooms, allowing them to detect CBRNE contamination quickly and act to contain exposure. The District will also need</p>

funds to link existing detection systems (such as Safe-Site, syndromic surveillance, and others) and funnel their input into the District Intelligence Fusion Center, where patterns can be analyzed.

Strategic National Stockpile and Cities Readiness Initiative

The District SNS and CRI programs will continue to take the existing mass prophylaxis operations plans and develop real-world operational capacity through resource identification, recruitment, inter-agency agreements, and MOUs.

Radiation Detection Website

The District and FEMS are working with regional fire and police partners to develop a radiation detection website designed to provide real-time warning, and isotope identification coupled with GIS mapping. This tool will be invaluable in prevention of and response to radiation emergencies.

Resident Training and Education

The District will utilize its resources to increase the number of CERT volunteers by 1,500 per year for the next three years. CERT training will be offered to high school students (over age 16) as a way to satisfy their community service requirement. The District also will expand participation in the Medical Reserve Corps - a team of volunteers with specific medical skills to assist during a disaster. The District plans to reinvest in the Operation TIPP program, which is a law enforcement training program for business owners and their employees that teaches them to recognize suspicious behaviors and purchasing trends that may indicate dangerous activity. Finally, the District will perform school preparedness seminars for students and teachers in all District public schools.

Wireless Data and Mobile Data Sharing

The District will continue to implement advanced interoperable communications capabilities including increased access to wireless data and advanced mobile data sharing. The District will lead the effort to complete the regional data sharing initiatives that have been developed over the past 3 years.

WMD Operation Training

The District plans to extend its WMD operation training to an additional 700 first responders and allow the District's first responders to participate in several exercises. Finally, the District plans to replace a foam truck used to suppress hazardous and flammable liquids and 2100 CBRNE PPE masks to meet the standards mandated by National Fire Protection Association.

Appendix D: Other Training Sessions

The following are other types of homeland-security-related training offered throughout the District by HSEMA as well as other agencies:

CBRNE Detection and Response Training
The District provided thousands of the city's first responders with a robust CBRNE detection and response training program for the city's first responders.
Chemical Awareness Training
In collaboration with the National Capital Poison Center, DOH the sponsored Chemical Awareness Training for clinical and non-clinical personnel throughout the District. Courses were open to any member of the District healthcare community (i.e. Public Health, hospitals, FEMS, clinics). Over 300 members of the city's healthcare community attended the Poison Center training during Fiscal Year 2007. DOH also participates in training sessions with HSEMA, Johns Hopkins University, and various hospitals and educational institutions in the District.
Community Based Sheltering-In-Place and Evacuation Training
The District Citizen Corps (under the umbrella of ServeDC), in partnership with DDOT and FEMS, provides community-based training in protocols for sheltering-in-place and evacuation. This training will help to disseminate accurate information to families and communities about the appropriate protocols or protective measures. Additionally, trained emergency response volunteers (e.g. CERT) will be able to assist first- and secondary-responders in evacuating District residents should the need arise.
Community Emergency Response Team Training
ServeDC has provided CERT training to community groups as well as local and federal government agencies, and has increased the number of CERT volunteers by over 1000 in the past two years. The District also has provided specialized training for the disabled community. The District has trained a diverse population of special needs groups in the District's Community Emergency Response Team Training. Currently, the District is working to modify its curriculum more specifically to address pets, physically and mentally disabled citizens, and individuals with limited English proficiency.
Department of Public Works WMD and Terrorism Response Training
The District's Department of Public Works (DPW) holds WMD and terrorism response training courses for their employees. This training helps DPW employees respond appropriately in the case of terrorist attack. This training program brings together the emergency management personnel who would be required to prevent, manage, or react to the crisis arising from the consequences of a WMD or terrorist incident in the District. This course provides an opportunity for public works employees to acquire the knowledge, skills, and attitudes necessary to help them protect public safety and infrastructure from the threat of a WMD/terrorism incident.
District Personnel Trained Through the Interagency Threat Assessment and Coordination Group
The District will have one MPD officer who will receive training as part of the Interagency Threat Assessment and Coordination Group (ITACG). The training is part of a one-year fellowship. As a part of the ITACG, the officer will coordinate the production and timely issuance of interagency products intended for distribution to state and local officials, as well as the private sector. This officer is one of only four members selected from throughout the country.
Emergency Response Volunteer Training
The District is currently prepared to engage trained emergency response and spontaneous volunteers in the event of an emergency. Volunteers and Donations Management is a recognized Emergency Support Function (#16) that is managed by ServeDC. A full volunteer engagement protocol is an established part of the District Response Plan. The Plan is currently being reviewed and updated. The final planning document will not only have the standard operating procedures for managing and communicating with volunteers, but also an annex that addresses Donations Management to include the possibility of incorporating the AidMatrix system.

<p>HazMat Classroom Training</p> <p>The District's DOH frequently conducts classroom training on topics such as HazMat response, forensic epidemiology, NIMS, and Incident Command System (ICS). DOH has also sent staff members to training programs provided by DHS, Department of Health and Human Services, and the Centers for Disease Control (CDC) and Prevention. Furthermore, DOH hosts an on-line learning management system which includes educational content on clinical emergency medical service issues, CBRNE response, communications, and other emergency response topics. This system has been made available to FEMS and members of the District's Medical Reserve Corps.</p>
<p>Homeland Security Exercise and Evaluation Program (HSEEP) Training</p> <p>The HSEEP Training Course is a newly developed, intermediate-level training course that incorporates exercise guidance and best practices from the HSEEP Volumes I-V. Throughout the course, participants will learn about topics including exercise program management, design and development, conduct, evaluation, and improvement planning. The HSEEP Training Course is an interactive course that allows participants to share personal lessons learned while gaining practical experience.</p>
<p>Incident Management/Unified Command Management Level Training Program</p> <p>The District provides a training course for effective management-level response to mass casualty, WMD or terrorist incidents. The training course addresses special challenges faced by senior-level incident managers in dealing with a WMD or terrorist incident. The course brings together the emergency management personnel who would be required to prevent, manage, or react to the crisis arising from the consequences of a WMD or terrorist incident in the District. During the course, these individuals work together in multi-discipline teams to apply the information presented in a variety of hands-on small-group activities as well as realistic, multi-media scenarios.</p>
<p>Incident Response to Terrorist Bombings Training</p> <p>The Incident Response to Terrorist Bombings Awareness Level Course is a training program implemented by New Mexico Tech and supported through the U.S. Department of Justice (DOJ), Office of Justice Programs. It is designed to provide awareness level training for firefighters, law enforcement personnel, emergency medical personnel, and other first responders who have responsibility for providing support during the WMD incidents, particularly those situations involving explosive or incendiary materials. The primary purpose of the Incident Response to Terrorist Bombings course is to provide participants with the knowledge necessary to respond effectively to incidents of terrorism that may involve energetic materials (which include explosives) and other WMD. The course is designed to instill in participants a respect for the destructive potential of explosive materials that could be used by terrorists in a WMD incident.</p>
<p>Neighborhood Corps Academy Training</p> <p>ServeDC developed the Neighborhood Corps Academy. The Neighborhood Corps Initiative is a neighborhood/community-based training program designed to organize, mobilize, and train residents to respond as a neighborhood/community in the event of a local emergency or disaster. These sessions are customizable and designed to meet neighborhood-specific needs. The Neighborhood Corps Academy is a series of five classes designed to provide advanced emergency response volunteer management and training.</p>
<p>Water and Sewer Authority Training</p> <p>The District has also provided training for WASA security employees and contracted security guards. All WASA security personnel are now trained on proper emergency response procedures, which ensure coordination with other District response agencies during an event in or near a WASA facility.</p>
<p>WMD Operation Training</p> <p>The District provided WMD Operation training for over 1,300 first responders. The WMD Operation training program trained fire and emergency medical service first responders with specialized training in the offensive and defensive actions necessary to be taken in the event of a WMD attack.</p>

Appendix E: List of Acronyms

AAR	After-action report
ACAMS	Automated Critical Asset Management System
BZPP	Buffer Zone Protection Program
CAD-to-CAD	Computer Aided Dispatch to Computer Aided Dispatch
CBRNE	Chemical, biological, radiological, nuclear, and explosives
CCTV	Closed circuit television
CDC	Centers for Disease Control and Prevention
CERT	Community Emergency Response Team
CFM	Certified Floodplain Manager
CI/KR	Critical infrastructure and key resources
CIP	Critical Infrastructure Protection
CIP RPWG	Critical Infrastructure Protection Regional Programmatic Working Group
CIPWG	Critical Infrastructure Protection Working Group
CMT	Consequence Management Team
COG	Continuity of Government
CONOP	Concept of Operations
COOP	Continuity of Operations Plan
CRI	Cities Readiness Initiatives
CRS	Community Rating System
DC	District of Columbia
DC-VOAD	District of Columbia Voluntary Organizations Active in Disasters
DCDHS	Department of Human Services
DCHA	District of Columbia Hospital Association
DCPS	District of Columbia Public Schools
DDOE	District Department of Environment
DDOT	District Department of Transportation
DEA	Drug Enforcement Agency
DEH	Data Exchange Hub
DHS	Department of Homeland Security
DNDO	Domestic Nuclear Detection Office
DOE	Department of Energy
DOH	District Department of Health
DOJ	Department of Justice
DOT	Department of Transportation
DPR	Department of Parks and Recreation
DPW	District Department of Public Works
DRP	District Response Plan
DTRA	Defense Threat Reduction Agency
EAS	Emergency Alert System

EEO	Employment Equal Opportunities
ELO	Emergency Liaison Officer
EMA	Emergency Management Agency
EMAC	Emergency Management Agency Compact
EMAP	Emergency Management Accreditation Program
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operations Plan
EPC	Emergency Preparedness Council
ESAR-VHP	Emergency System for Advanced Registration of Volunteer Healthcare Personnel
ESF	Emergency Support Function
EXPLAN	Exercise Plan
FEMA	Federal Emergency Management Agency
FEMS	Fire and Emergency Medical Services
FBI	Federal Bureau of Investigations
FDA	Food & Drug Administration
FCT	Fusion Capability Tool
GIS	Geographic Information System
HazMat	Hazardous Materials
HHS	Department of Health and Human Services
HIDTA	High Intensity Drug Trafficking Area
HIRA	Hazard Identification and Risk Assessment
HSAC	Homeland Security Advisory Council
HSDN	Homeland Security Data Network
HSEMA	Homeland Security and Emergency Management Agency
ICS	Incident Command System
IED	Improvised explosive device
ITACG	Interagency Threat Assessment and Coordination Group
JIC	Joint Information Center
JTTF	Joint Terrorism Task Force
LEO	Law Enforcement Online
LEP/NEP	limited- or no-English proficiency
MC	Mass Casualty
MCAC	Maryland Coordination and Analysis Center
MDT	Mobile Data Terminals
MMRS	Metropolitan Medical Response System
MOU	Memorandum of understanding
MNS	Mass Notification System
MPD	Metropolitan Police Department
MRC	Medical Reserve Corps
NCR	National Capital Region

NCRIC	National Capital Region Information Center
NCR-LInX	National Capital Region Law Enforcement Information Exchange
N-DEx	National Data Exchange
NFIP	National Flood Insurance Program
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NPR	Nationwide Plan Review
NRF	National Response Framework
OCTO	Office of Chief Technology Officer
OJP	Office of Justice Programs
ONCRC	Office of National Capital Region Coordination
OUC	Office of Unified Communications
PDA	Preliminary Damage Assessments
PHIN	Public Health Information Network
PIO	Public Information Officers
POD	Points of Distribution
PPE	Personal protective equipment
PSIC	Public Safety Interoperable Communications
R-911	Reverse 911
Rad/nuc	Radiological and nuclear
RDD	Radiological dispersion devices
RECP	Regional Emergency Coordination Plan
R-ESF	Regional – Emergency Support Function
RICCS	Regional Incident Communication and Coordination System
RISS	Regional Information Sharing System
RPWG	Regional Program Working Group
RSAN	Roam Secure Alert Network
RSS	Receipt, staging, and storage
SAA	State Administrative Agent
SAFECOM	Wireless Public SAFETy Interoperable COMmunications program
SCIP	Statewide Communications Interoperability Plan
SNS	Strategic National Stockpile
SOP	Standard operating procedures
TCL	Target Capabilities List
TICP	Tactical Interoperable Communications
TIPP	Terrorist Incident Prevention Program
TTX	Tabletop Exercise
UCC	Unified Communications Center
VFC	Virginia Fusion Center
VIPS	Video Interoperability for Public Safety
VOAD	Voluntary Organizations Active in Disasters

WADSS	Washington Area Disease Surveillance System
WASA	Water and Sewer Authority
WAWAS	Washington Area Metropolitan Warning System
WMD	Weapons of mass destruction
WRTAC	Washington Regional Threat and Analysis Center
WVDHSEM	West Virginia Division of Homeland Security and Emergency Management Agency