



**2016**

District of Columbia

District Preparedness System

# Annual Report





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# Director's Message

The District of Columbia is a unique and diverse city. It is home to over 660,000 residents, 774,600 federal government employees, and welcomes nearly 60,000 visitors from all over the world each day. Our agency created the flagship District Preparedness System (DPS) to meet the preparedness goal of preserving the safety and resilience of our city for all who live in, work in or visit the District of Columbia.

The DPS provides a comprehensive approach to homeland security and emergency management that includes the personnel, processes, procedures, plans, and resources utilized to ensure that the District is prepared to prevent, protect against, respond to, recover from, and mitigate any and all hazards.

Throughout 2016 the District has been able to demonstrate and further develop the capabilities established through this approach through execution of key activities and response to real world events. These included a successful response to Winter Storm Jonas, execution of a CSX Full Scale Exercise, establishment of the Regional Complex Coordinated Attack Program, and preparation for the 2017 Presidential Inauguration.

The goals of the DPS can only be achieved through partnerships both within the District and NCR, but also with federal and private entities. We thank these dedicated agencies and organizations who stand (or work) side-by-side with us each day to make the District a safe place for the whole community to live, work, and play.



A handwritten signature in black ink, appearing to read "Brian C. Baker". The signature is stylized with a large, sweeping "B" and "A".

Brian C. Baker  
Interim-Director, HSEMA



## ENHANCED PREPAREDNESS

by an average of

**16%** across all capabilities

by reducing resource gaps between the **2015** and **2016 THIRA/SPR**



## CONDUCTED community outreach

resulting in a **5.6%**

increase (**8,500 users**) in **AlertDC subscribers**



**TRAINED  
930**

**District response personnel**  
in preparation for  
**2017 Presidential Inauguration**



**PROVIDED  
mass care services**  
during **Winter Storm Jonas**,  
including **activation of eight  
warming shelters**  
and **supplying**

**19,000** meals to over  
**400 District residents**



**CERTIFIED 39 members, conditionally certified 17 others, and trained 30 trainees-in-progress** within the **Incident Management Support Team (IMST)** program, which supported **13 activations** of the **District's Emergency Operations Center** and a deployment to the RNC in Cleveland, OH





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## OVERVIEW

The 2016 *District Preparedness System Annual Report* provides information on the 2016 homeland security and emergency management achievements of the District in an effort to move their mission forward. These achievements include a successful response to the 2016 Winter Storm Jonas, execution of a District CSX Full Scale Exercise, establishment of the Regional Complex Coordinated Attack Program, and preparation for the 2017 Presidential Inauguration. These activities and more have allowed the District to continue the development of its preparedness capabilities and set the stage for continued advancement into 2017 and beyond.

## ACCREDITATION

The District of Columbia enjoys recognition by the Emergency Management Accreditation Program (EMAP). EMAP is a voluntary review process for state and local emergency management entities. Accreditation is a means of demonstrating—through self-assessment, documentation, and peer review—that a program meets national standards for emergency management programs. It provides emergency management programs with the

opportunity to be recognized for compliance with national standards, demonstrate accountability, and focus attention on areas and issues where resources are needed. The District received full accreditation in 2011, and continues to maintain EMAP compliance standards over its accreditation period. HSEMA has begun reviewing documentation and collecting the required materials to support the District's reaccreditation in 2017.

## CAPABILITY ASSESSMENT

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



The Emergency Management Accreditation Program (EMAP) seal





The Prevention/Protection Program Manager facilitates discussion of a breakout group during the THIRA Workshop focused on a complex coordinated attack scenario.

## Threat and Hazard Identification and Risk Assessment and State Preparedness Report

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The District completed the most recent THIRA and SPR on December 31, 2016. THIRA provides a comprehensive approach for identifying and assessing risks and associated impacts. It enhances existing local, state, and territorial hazard identification and risk assessments by integrating the whole community approach and accounting for community-specific factors.

The THIRA process supports the District Preparedness System (DPS) by providing an annual forum for assessing the District's current capabilities and capability gaps, and fulfills the annual THIRA completion requirement mandated by the U.S. Department of Homeland Security for all Urban Areas Security Initiative (UASI) grant recipients. In 2016, the District adjusted its approach to the THIRA process by creating a four-year THIRA cycle.

The 2016 THIRA report set the baseline for year one, and will measure improvements against the baseline over the next three years.

In August 2016, the District provided an overview of its THIRA process at FEMA's THIRA Technical Assistance seminar hosted in Chicago. The presentation covered step three of THIRA, focusing on tools for success when establishing capability targets. The National Capital Region (NCR) Situational Awareness Dashboard was used as sample tool employed by the District to model the impacts of an Improvised Explosive Device (IED) attack. Capability targets were also enhanced by using software such as ArcGIS to HAZUS-MH, as well as the incorporation of scenario-driven workshops.

The SPR, completed in conjunction with THIRA, functions as an annual self-assessment of preparedness capabilities that outline a standardized approach for validating each jurisdiction's ability to meet set capability targets. Based on the ratings determined through the 2016 SPR process, the District currently exhibits Medium or High levels of preparedness in



a majority of the core capabilities. Overall, across the 32 core capabilities, the team identified close to 2,267 resource requirements that are necessary to meet the District's capability targets. Approximately 48% of these requirements were identified as gaps, representing a 16% reduction in gap requirements since completion of the 2015 THIRA.

The District government will continue to improve capability performance by targeting future funding investments to create a secure and resilient community, enhancing capabilities “to prevent, protect against, mitigate, respond to, and recover from threats and hazards that pose the greatest risk.”<sup>1</sup>

## Homeland Security Commission

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The Homeland Security Commission faced a rebuilding year in 2016. Pursuant to the District of Columbia Municipal Regulations, “a quorum of the Commission shall consist of no less than four (4) members of the Commission and shall be necessary to conduct official Commission business.”<sup>2</sup> In 2015, the Commission consisted of six members, five of whom had expired terms. Of those six, two Commissioners decided not to seek reappointment and one additional member resigned her commission. As a result, the Commission was left without a proper quorum. The District spent the first half of 2016 working to reappoint existing Commissioners and recruit new experts for potential appointment to the Commission.

On June 28, 2016, three Commissioners were reappointed, Mr. Darrell Darnell, Dr. Rebecca Katz, and Dr. Daniel Kaniewsky, and one new Commissioner was appointed, Ms. Susan Reinertson. While the new appointments resulted in the required quorum, it was too late in the year for the Commission to produce a quality report. Instead, HSEMA has focused on filling the remaining three Commission seats. An additional Commission member, Mr. David Heyman, is in the process of being nominated for appointment to the Commission.

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

<sup>2</sup> 24 District of Columbia Municipal Regulations § 2802.1 (2012).

## CAPABILITY DEVELOPMENT

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

### State Administrative Agent and Grant Support Functions

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HSEMA serves as the state administrative agent (SAA) for several local and regional grant programs administered by the U.S. Department of Homeland Security (DHS), including the State Homeland Security Program (SHSP), Urban Areas Security Initiative (UASI), Emergency Management Performance Grant, Nonprofit Security Grant Program, Securing the Cities Program, and the Port Security Grant Program. For fiscal year (FY) 2016, the grant awards for these programs totaled more than \$67 million. Through these grant programs, the SAA provides programmatic oversight to more than 375 individual grant-funded homeland security projects in the District of Columbia and the National Capital Region (NCR) to ensure that the projects are making progress, meeting milestones, and are in compliance with applicable grant guidance.

In its oversight role, the SAA tracks the financial status of subawards and authorizes reimbursement payments for the allowable expenses that these projects incur. The SAA also reviews subaward reports and status quarterly and provides feedback to subrecipients and organization leadership regarding status and corrective actions needed. The SAA submits annual grant applications to DHS/FEMA, receives awards and issues subawards. In 2016 the SAA closed out the Homeland Security Grant Program, Emergency Management Performance, and Nonprofit Security grants at 99.88% expended.

Table 1: FYs 2014-2016 Grants Summary

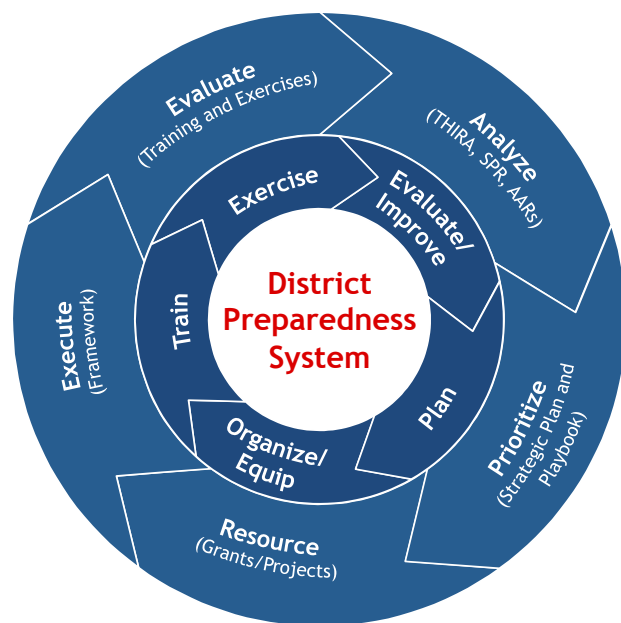
District of Columbia / National Capital Region FY 2014-2016 All Grants Summary						
	Grant Name	DC/NCR	FY 2014	FY 2015	FY 2016	TOTAL
Homeland Security Grant Program (HSGP)	Urban Area Security Initiative (UASI)	NCR	\$53,000,000.00	\$54,000,000.00	\$53,309,000.00	\$160,309,000.00
	State Homeland Security Program (SHSP)	DC	\$4,119,000.00	\$4,141,500.00	\$4,141,500.00	\$12,402,000.00
	UASI Nonprofit Security Grant	NCR	\$875,200.00	\$265,753.00	\$1,402,948.00	\$2,543,901.00
	<b>HSGP subtotal</b>		<b>\$57,994,200.00</b>	<b>\$58,407,253.00</b>	<b>\$58,853,448.00</b>	<b>\$175,254,901.00</b>
Other Grants	Emergency Management Performance Grant (EMPG)	DC	\$3,049,080.00	\$3,053,679.00	\$3,059,009.00	\$9,161,768.00
	Securing the Cities (STC) Program	NCR	\$6,000,000.00	\$7,500,000.00	5,300,000.00	\$18,800,000.00
	Port Security Grant Program (PSGP)	DC		\$592,500.00		\$592,500.00
	<b>Other Grants Subtotal</b>		<b>\$9,049,080.00</b>	<b>\$11,146,179.00</b>	<b>\$8,359,000.00</b>	<b>\$28,554,259.00</b>
<b>TOTALS</b>			<b>\$67,043,280.00</b>	<b>\$69,553,432.00</b>	<b>\$67,212,457.00</b>	<b>\$203,809,169.00</b>

## District Preparedness System

The District Preparedness System (DPS) provides a consistent foundation for preparedness activities throughout the District. The DPS acknowledges that preparedness is not only considered a pre-disaster phase of emergency management, but rather a continuous process incorporated throughout all phases of the District's emergency management programs, including prevention/protection, mitigation, response, and recovery.

The DPS is comprised of the doctrine, organizational structures, documentation, and operational procedures that enable the District to assess and develop targeted capabilities to achieve their goals. It encompasses all elements of the preparedness cycle that allow the District to identify capability gaps (THIRA, SPR, and After Action Reports [AARs]), prioritize capabilities for development (Strategy,

Figure 1: District Preparedness System



Playbook), provide resources for the development of top-priority capabilities (grant funded projects), and execute those capabilities (framework, operational/ District-wide plans).

### **District Preparedness System Planning Toolkit and SharePoint Site**

A notable DPS milestone achieved in 2016 was the development of numerous resources for inclusion in the DPS Planning Toolkit. The Toolkit provides practical application of planning principles through guidance documents and planning tools (e.g., process/ procedures, templates, worksheets, guidance, and presentations) that enable consistent development of preparedness plans. The purpose of the Toolkit is to provide support across the District with a standardized plan development process, based on fundamentals consistent with national standards. The Toolkit has been disseminated to District and regional stakeholders to assist in development of preparedness plans and boost planning capabilities throughout the District and the NCR.

To further enhance the utility of the DPS Toolkit and other planning resources, HSEMA launched the DPS SharePoint site. The SharePoint site is a central repository for information created by DPS stakeholders, and is a key manner by which DPS stakeholders can collaborate electronically.

### **Emergency Response System and Emergency Preparedness Council**

The District of Columbia Emergency Response System (DCERS) Committee is the day-to-day oversight body for the District's UASI and SHSP-funded projects. After becoming fully operational in 2014, the Committee continued to oversee the selection and execution of grant-funded projects throughout 2016. During monthly meetings, the committee discussed strategies, set priorities, and provided input and guidance to relevant District departments and agencies on issues of emergency preparedness. Within the DCERS Committee are four subcommittees aligned to the preparedness mission areas: prevention/protection, mitigation, response, and recovery.

## **Mission Areas**

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

### **Prevention/Protection**

The District's Prevention/Protection Program is designed to develop the capabilities necessary to prevent a threatened or actual act of terrorism, and protect the District against acts of terrorism, as well as natural and technological disasters and human-caused incidents. In 2016, the District advanced the mission area by:

#### ***Prevention/Protection Program Plan***

The District Prevention/Protection Plan (DPPP) was sent out for signatures in 2016. This plan provides guidance on how District agencies and departments, nongovernmental organizations, voluntary organizations, and regional and federal partners manage and conduct prevention and protection programs, efforts, and activities to ensure safety and security within the jurisdiction, both during steady-state and following an incident.

#### ***Continuity of Operations Planning***

Continuity of Operations (COOP) is an effort within individual executive departments and agencies to ensure that primary mission essential functions continue to be performed during a wide range of emergencies. In 2016, approximately 150 employees within 13 District agencies completed COOP training and exercises. These efforts allowed compliance with Mayoral Order 2012-61, which mandates that all agencies update and exercise their COOP plans annually. The ultimate goal of the COOP program is continuing operations in the event of an emergency. Training and exercise activities test COOP plans and demonstrate an agency's readiness. Full scale exercises (FSEs) are high-stress multi-agency, multi-jurisdictional activities involving actual deployment of resources in a coordinated response, as if a real incident had occurred. Within the context of



Table 2: 2016 COOP Training and Exercise Events

Date	Agency	Type of Training/ Exercise
2/11/2016	Mayor's Office of Latino Affairs	Tabletop
5/12/2016	Department of Insurance, Securities and Banking	Workshop
5/23/2016	DC Public Library	Seminar
7/11/2016	Department of Fire and Emergency Medical Services	Workshop
7/13/2016	Department of Corrections	Workshop
8/15/2016	Department of Disability Services	Workshop
10/5/2016	Dept. of Youth Rehabilitation Services, Office of the Attorney General, Metropolitan Police Dept.	Workshop
10/12/2016	Department of Human Resources	Workshop
10/20/2016	Dept. of Youth Rehabilitation Services, Office of the Attorney General, Metropolitan Police Dept.	Workshop
12/5/2016	Department of Public Works	Seminar
12/6/2016	Office of Chief Financial Officer	Workshop
12/13/2016	Department of Forensic Sciences	Workshop

COOP, the District performed two such exercises in 2016, which will be discussed in greater depth within the Exercise section.

- Office of the Chief Medical Examiner (OCME)/ HSEMA Mass-Fatality Full Scale Exercise – September 28–29, 2016
- DC Courts Full Scale Exercise – December 1, 2016

In addition to two full scale exercises, in the context of COOP, HSEMA facilitated 12 smaller discussion based training and exercise events with District agencies. As of year-end 2016, 45% of Tier 1 agencies updated their plan during the 2016 calendar year.

## Mitigation

The District's Mitigation Program seeks to reduce losses from disasters by implementing mitigation actions and policies that are based on hazard

identification and vulnerability analysis, integrated planning, stakeholder involvement, grants management, and investment from governmental and nongovernmental sources. In 2016, the Mitigation Program took important steps by creating a comprehensive Community Risk Assessment, implementing six mitigation projects, providing training on hazard mitigation assistance, and partnering to produce a flood risk mitigation report.

## Community Risk Assessment

The District Preparedness System Community Risk Assessment, which the Mitigation Program published in 2016, is the most in-depth examination of the unique risks and vulnerabilities in the District of Columbia. It also provides a comprehensive analysis of each identified threat and hazard, and models six in greater detail. This assessment will be integrated into all relevant endeavors, and will support the District's overall preparedness efforts.

### ***Hazard Mitigation Grant Program and Pre-Disaster Mitigation Grants***

The Mitigation Program successfully applied for and was awarded funding from the Hazard Mitigation Grant Program (HMGP) and Pre-Disaster Mitigation Competitive (PDM-C) grants from FEMA, which will allow the District to continue to reduce and alleviate risk. As a part of its HMGP and PDM-C efforts, the Mitigation team kicked off six projects, ranging from generator installation to climate adaptation planning. These grants, and their associated projects, will aid the District's preparedness efforts for many years to come.

### ***Mitigation Training & Exercise***

In support of HSEMA's mission to provide training and exercise opportunities, the Mitigation Program delivered an Emergency Management Institute (EMI) course regarding Hazard Mitigation Assistance application development. The course, "Developing Quality Application Elements," prepared participants for the FY 16 PDM-C period of availability, while also providing basic project management principles applicable in day-to-day professional activities. Additionally, the Mitigation Program produced a Plan Integration Workshop, in partnership with FEMA Region III, to improve coordination and reduce redundancy by all partners working to mitigate threat/hazard risk in the District. Over 70 District, regional, and federal partners convened to improve the District's risk reduction capabilities and enhance the integration of plans, programs, and activities in the District. Facilitators opened dialogue on current plans and activities, including policies and ordinances, land use and development practices, and adaptation-related efforts; focusing on how these efforts are integrated and identifying opportunities for better integration in the future. The workshop also allowed for the identification of risk reduction assets, including existing programs or funding sources, and enhancing collaboration on existing and future risk reduction efforts in the District.

### ***2016 DC Flood Summit***

The District Department of Energy and Environment (DOEE) hosted the 2016 DC Flood Summit. More than 150 experts gathered at Gallaudet University to discuss flooding, marking the first flood summit of its kind in Washington, DC. The summit brought together an array of regional, federal, state, local, and District agencies, and public and private partners.

Panel discussions during the summit included an overview of flood-risk-management programs, policies and initiatives across all levels of governance; resilience and climate-adaptation challenges and opportunities; structural and non-structural solutions agencies are currently taking to manage flood risks; and the path forward. The summit ended with a summary of the key takeaways, as well as a call to action. The summit reiterated the importance of partnerships; balancing structural and nature-based solutions for flood-risk management; incorporating social justice and vulnerable populations when making flood-risk decisions; rethinking basic assumptions when it comes to flooding; and educating the public and sharing in the responsibility of flood risk. For more information: <http://silverjackets.nfrmp.us/State-Teams/Washington-DC/Flood-Summit>.

### ***DC Flood Risk Management Plan Stakeholder Meetings***

DOEE organized and hosted a stakeholder meeting that provided input for the Flood Risk Management Plan, which is currently under development. The plan captures the present flood management governance structure in the District, identifies its weaknesses and gaps, and builds new governance structure to streamline flood risk management. The meeting's purpose was to clarify the District flood risk management governance structure and help identify areas to improve the framework. The meeting was an open forum, facilitated by Tetra Tech, in which a strengths, weaknesses, obstacles and opportunities exercise was conducted. This interactive exercise was



In the photo, the U.S. Army Corps of Engineers levee safety and flood risk management program managers for the Baltimore District, along with a DC Silver Jackets program coordinator, discuss high flood risks in the nation's capital at a Flood Summit at Gallaudet University, September 8, 2016. (U.S. Army photo by David Gray)

designed to screen a broad range of flood mitigation issues in order to identify specific lines of authority and actions to effectively manage flood risk.

## Response

Established prior to the DPS through the District's Emergency Support Functions, the District's Response Program is currently the most robust mission area within the DPS. The program is focused on the capabilities necessary for saving lives, protecting property and environment, and meeting basic human needs during and immediately after an incident. Continuing to build the District's response capability, the District's response program completed the following activities in 2016:

### **Family Assistance Center Plan**

In 2016, the Department of Human Services (DHS) began development of the DHS Family Assistance Center (FAC) plan. FACs are opened to support a mass fatality incident by providing a central location to coordinate missing person inquiries. The centers provide a private and secure environment for families to gather as they await information regarding loved ones. In addition, the District FACs provide

informational, psychological, spiritual, medical, and logistical support for families. The DHS FAC plan incorporates broad District and regional input and will undergo a validation process through training and exercises in 2017.

### **Patient Tracking System**

The District's patient tracking system enables critical coordinated response across the District and the region, during planned and unplanned events. In 2016, the system continued to expand in usership and functionality. The primary role of the system is to allow Emergency Medical Services and other patient tracking staff, or Medical Reserve Corps volunteers, to efficiently collect and analyze patient information during large-scale events. The system also has the ability to notify hospitals of incoming patients prior to their arrival which improves patient flow, can support DHS's family reunification efforts during mass gathering events such as the Inauguration, and can be used by OCME to track decedents. Once the system is fully institutionalized throughout the District, the goal is to use the collective data to inform future health and medical planning.



## **Fatality Management Program**

In 2016, DC OCME began developing the Districtwide Mass Fatality Management Plan. This plan was developed with the efforts of multiple District agencies that would respond to a mass fatality incident. To enhance the District's mass fatality operational capabilities, OCME has acquired several fatality management resources such as mobile storage trailers, a mobile field command, and a field disaster morgue. Additionally, the Fatality Management Program conducted the Mass Fatality Management Full Scale Exercise, which will be discussed later within the Exercise section.

## **District Evacuation Plan**

The District of Columbia Department of Transportation (DDOT) and DC HSEMA began comprehensive evacuation planning efforts in June 2015. Since the kickoff, significant work has been accomplished researching, identifying, and cataloguing all existing evacuation related plans in the District. To date, HSEMA, DDOT, and the Evacuation Planning Team have developed an evacuation plan gap analysis of existing plans within the District, a transportation resource inventory, and the base plan of the District Evacuation Emergency Operations Plan (EOP).

The project scope has been extended through 2021, and includes the following supporting documents to the District Evacuation EOP that have been identified as critical documents for future development:

- Evacuation Synchronization Matrix
- District Special Event Evacuation Guide
- Evacuation Public Information and Outreach Guide
- Assembly Area and Transfer Point Coordination Guide
- Transportation Services Resource Guide
- District Congregate Care Evacuation Coordination Plan



Pictured is the field disaster morgue erected in a parking lot during the Mass Fatality Management Full Scale Exercise. A mobile command unit is in the forefront and five passenger vehicles are on the right.

- District Correctional Facilities Evacuation Plan
- District School Evacuation Coordination Plan

## **Recovery**

The District's Recovery Program seeks to address the long-term efforts that are required to return a community to its new normal after a major catastrophic event. The primary recovery initiative undertaken in 2016 was the publication of the District Recovery Operations Guide (DROG). The program's other recovery achievements included:

- The District of Columbia received \$23 million in federal reimbursement for Winter Storm Jonas.
- The District Recovery Subcommittee grew to 82 members and conducted four meetings throughout the year.
- The DPS Recovery Mission Area Program Manager vacant position was filled. The Recovery Mission Area Program Manager is responsible for enhancing the District's disaster recovery capabilities so that the whole community is able to bounce back quickly following a catastrophic disaster.

## **Recovery Tabletop Exercise**

In June 2016, the District of Columbia conducted its first recovery-focused tabletop exercise, which was held at the Gallaudet University Kellogg Conference Center. The exercise aimed to inform District departments/agencies on their roles and responsibilities in disaster recovery operations. It is part of a multi-year exercise series titled “The Road to Recovery.” This includes validating concepts and procedures in the District Recovery Plan, DROG, and the recently established Recovery Support Functions.

## **Training and Exercises**

Conducting trainings and exercises are essential components of the DPS. Training activities provide the opportunity to learn and reinforce capabilities, while exercises allow for applied training and practical evaluation. Together, training and exercises provide the essential platform for the District’s efforts to build preparedness capabilities in accordance with DPS strategy.

### **Training**

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

Between January 1, 2016, and December 31, 2016, HSEMA offered 75 training sessions to advance the District’s preparedness capabilities, covering 26 courses, with more than 1,748 attendees. These trainings are further detailed in Appendix C.

### **Exercises**

To ensure the effectiveness of its planning and training efforts, the District has conducted a number of exercises and after-action meetings.<sup>3</sup>

<sup>3</sup> This section highlights many of the exercises conducted by District agencies throughout the year but is not meant to be exhaustive. Additional exercises were conducted in 2016.

HSEMA provided technical support to agencies that request assistance in the design, development, and execution of various exercises. Through the technical support process, agencies within the District gain knowledge and experience in exercise program and project management doctrine that are consistent with national standards. The following are a few of the most significant exercises conducted in 2016:

### **WMATA Quarterly Exercise Series**

After the 2015 L’Enfant Plaza incident, the Washington Metropolitan Transit Authority (WMATA) launched an NCR-wide quarterly full scale exercise series so local fire departments, police departments, and WMATA first responders could practice emergency response across jurisdictions. Areas that were tested include unified command, safe access to the roadway by first responders, evacuation of railcars to the roadway, communication with impacted customers, establishment of an emergency bus bridge, and identification and disruption of suspicious packages.

In 2016, WMATA conducted the following exercises:

- Eisenhower Metro Station, Alexandria, VA – March 13, 2016
- Greensboro Metro Station, Fairfax County, VA – June 26, 2016
- Yellow Line Bridge, Washington, DC, and Arlington, VA – August 28, 2016
- Southern Avenue Station, Prince George’s County, MD – November 6, 2016

### **District of Columbia 2016 Full Scale Exercise - May 18, 2016**

The largest exercise conducted this year was the HSEMA CSX Full Scale Exercise, with more than 200 players and over 50 volunteers. The exercise was designed to test the capabilities of the District’s response agencies following a train derailment that led to fatalities and leaking of hazardous materials. For a 7-hour period of play, the simulated train derailment at Benning Yard gave first responders the opportunity



This collage of photos from the Washington Metropolitan Area Transit Authority (WMATA) shows a Metro commuter bus, the U.S. Capitol, a Metro tunnel with moving trains, and DC FEMS rescue workers.

to test their capabilities in a hazmat response, along with decontamination efforts, environmental monitoring, damage assessment, and fatality management. Medical staff at MedStar Georgetown University Hospital conducted a complementary hospital exercise using the scenario, and the District EOC was stood up to imitate real-world activation.

Another component of the exercise involved the simulation of a mass evacuation and of sheltering affected residents and their pets. At the Fort Davis Recreation Center, the District DHS and Department of Health (DOH) led the way by setting up and managing resident and pet shelters, while taking into account those with disabilities and access and functional needs.

### **Mass Fatality Management Full Scale Exercise**

In September, OCME kicked off the Districtwide Mass Fatality Management Full Scale Exercise by hosting the District's first Fatality Management Symposium. This was a two-day event that featured participation from over 140 officials from nearly 45 federal, state, and local agencies. Keynote addresses were provided by Mayor Muriel Bowser; Elvire Arrighi and Dr. Tania Delabarde, the French forensics experts who managed the 2015 Paris and 2016 Nice attacks; and Captain Kevin Lacy, the San Bernardino

coroner and sheriff. After the symposium, the full scale exercise incorporated morgue and storage trailers, which OCME uses in the field to recover, process, and identify up to 200 decedents in a disaster. These mobile fatality management assets were deployed at RFK Stadium during the weeklong exercise. The scenario was highly realistic, utilizing moulage to simulate victims. The event required HSEMA to activate its COOP Plan to establish an investigation/field morgue.



A CSX train stops on tracks during the District CSX Full Scale Exercise. A flattened sedan is to the left of the train.



## **DC Courts Full Scale Exercise**

On December 1, 2016, the DC Courts exercised their COOP plan based on a simulated electrical failure at the Moultrie Courthouse. The exercise required juvenile offenders to physically relocate to the Balanced and Restorative Justice (BARJ) Drop-In Center, at 2575 Reed Street NE, to be processed, interviewed, and reunited with their parents. Participating agencies included Metropolitan Police Department (MPD), Department of Youth Rehabilitation Services (DYRS), Criminal Justice Coordinating Council (CJCC), Office on Aging (OAG), the DC Courts, and the U.S. Marshals.

## **Regional Integration**

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

## **Homeland Security Executive Committee**

NCR homeland security activities are directed by the NCR Homeland Security Executive Committee (HSEC), which includes local administrators, emergency managers and directors of homeland security from the District, Maryland, and Virginia, and a nonvoting representative from FEMA's Office of National Capital Region Coordination. The HSEC is responsible for providing strategic policy recommendations and oversight to enhance the coordinated regional approach to preparedness. It establishes a cohesive vision among decision-makers on the risks and security gaps within the region. The goal of regional alignment is to set direction, collect information on threats and opportunities, assess gaps, build capabilities, and determine how to focus regional resources to address risks. The HSEC meets at least once a month and may also be convened at the request of the HSEC chair.

## **HSEC Advisory Council**

The HSEC has established an Advisory Council to provide recommendations on preparedness priorities. It includes representatives of the state and local government agencies with responsibility for carrying out the homeland security mission. The Advisory Council prepares all major initiatives for HSEC consideration, including:

- Developing the Regional Preparedness Guidance, an annual report to guide local, state, and regional resourcing decisions
- Overseeing the development of the NCR Threat and Hazard Identification and Risk Assessment
- Providing recommendations to efficiently and effectively utilize local, state and/or regional resources, including UASI and other grant funding, to close prioritized gaps
- Establishing working groups, including a mission/charter for such working groups
- Developing other policy recommendations for HSEC consideration/action

## **Advisory Council Working Groups**

As necessary, the Advisory Council establishes and charters working groups to assess and build specific capabilities. These multidisciplinary and multijurisdictional groups are created to develop and implement programmatic solutions to specific gaps identified within the Regional Preparedness Guidance. Members of these working groups are subject matter experts selected by the Advisory Council and nominated by their respective Regional Emergency Support Function committees. The size and composition of a working group's participation is dependent on the group's task. The lifespan of a working group can last anywhere from a few months to a year.

## National Capital Region Complex Coordinated Attack Program

The NCR Complex Coordinated Attack (CCA) Preparedness Program was developed in response to the 2015 terrorist attacks in Paris, France, and San Bernardino, California. Following these incidents, NCR stakeholders assessed how prepared the region was to respond to a similar incident. In early 2016, the NCR established a CCA working group. The CCA working group is a multidisciplinary and multijurisdictional entity that develops and implements strategies that address NCR CCA goals and objectives, and assist with identifying and closing capability gaps at the local level. This working group conducted a high level CCA “snapshot” in order to prioritize FY 16 UASI funding requests. Fifteen NCR jurisdictions participated in this effort which identified 148 unique planning gaps, 94 unique training/exercise gaps, and 191 unique resource/equipment gaps. These gaps, as well as the gaps identified in the THIRA, were analyzed in order to set priorities. Several high level CCA regional gaps were identified throughout the analysis, which include:

- Developing a baseline CCA capabilities gap assessment
- Developing and executing unified/area command training and exercises
- Planning for and executing warm zone care planning, equipment, training, and exercises
- Planning for and executing tactical emergency casualty equipment, training, and exercises
- Development of integrated local, sub-regional, and regional plans, policies, and procedures
- Planning for and executing cross discipline/cross jurisdictional local, sub-regional, and regional exercises

These gaps form the basis for the NCR CCA Preparedness Program, which was initially funded with FY 16 UASI grant funding. The District, along with NCR partners, also applied for funding from a newly established FEMA Complex Coordinated

Terrorist Attack grant program. If received, the grant would cover the remaining costs of the NCR CCA Program, which focuses on exercising NCR stakeholders in preparation for a CCA.

## National Capital Region Situational Awareness Dashboard

HSEMA employs many tools in the daily execution of the agency mission, as well as in emergency situations. One tool is the NCR Situational Awareness Dashboard. The Dashboard integrates systems such as GIS, CAD, and WebEOC to provide District agencies with day-to-day and incident monitoring abilities. The information within the system is conveyed in real time, providing the receiver with prompt and reliable intelligence data, which enables rapid response and resourcing during incidents.



Pictured are screenshots from the NCR Situational Awareness Dashboard. The image on the left shows a list of ongoing incidents. The image on the right shows traffic cameras and cars passing in view.

## NCR Information Collection and Coordination Center (IC3) Program

The NCR Information Collection and Coordination Center (IC3) Program provides regionally-focused situational awareness to its regional partners by continuously monitoring emerging, or potential, incidents that have regional operational consequences. The IC3 team collects, analyzes, and provides information to share a common operating picture, and supports regional coordination and collaboration for emerging incidents throughout the NCR. The IC3 remains as the only operational component that provides regional situational awareness to the NCR

by issuing alert notifications through the Regional Incident Communication and Coordination System (RICCS). The RICCS is based on 21 pre-identified Critical Information Requirement (CIR) incident types and incident-specific thresholds.

In addition to RICCS alerts, IC3 publishes Situational Analysis Reports for large-scale or multi-day events or incidents (e.g., National Special Security Events (NSSE), Special Event Assessment Rating (SEAR) events, snowstorms and hurricanes). The IC3 team releases Weekly Situational Awareness forecast reports encompassing planned special events, critical infrastructure projects, and National Terrorism Advisory System bulletins that may cause adverse regional effects. Highlights for 2016 include:

- Participated in NSSE planning and operational coordination meetings and Level I–III EOC activations, and provided briefs addressing regional coordination, situational awareness, and concepts of operations for the following:
  - 2016 State of the Union Address (1/12/16)
  - 2016 Nuclear Security Summit (3/31/16)
  - 58th Presidential Inauguration (6/1/16 – 12/30/16)
- Issued 32 Situational Analysis Reports providing in-depth detail and analysis of incident concepts of operation, multi-agency coordination, regional implications, security measures, and coordination of resources.
- Released weekly Situational Awareness Reports detailing over 360 special events, critical infrastructure projects, and First Amendment-protected events with potential adverse regional implications.
- Collected, analyzed, and processed 38,827 inbound alerts from over 31 federal, state and local jurisdictional reporting agencies and authorities.
- Identified 932 no-notice incidents that exceeded pre-identified CIR incident reporting thresholds across the NCR. Reported 22 non-CIR incidents of significant importance, and issued 376

corresponding RICCS notifications leading to a 40.3% execution rate.<sup>4</sup> The execution rate is exceptional since IC3 provided eight-hour/ five-day-a-week operational coverage during this period, or approximately 24% of each month.

## Securing the Cities Program

Funding for the NCR Securing the Cities (STC) program is assisting the region in building the capabilities necessary to protect and defend from destructive nuclear and radioactive materials. In 2016, the region researched, planned, and conducted outreach activities to determine how STC funding could best be utilized.

The STC Program Management Office was established in 2015 to ensure the sustainability of the STC program by providing needed management and oversight. In addition, the STC PMO plays an important coordinating role for 15 principal partners and 12 sub partners within the region. In total, the NCR STC Program now has 27 partners at 28 sites, comprised of approximately 20,000 first responders.

As a result of these initial efforts, the region recognized that protecting first responders is crucial. Therefore, the region established the goal of outfitting 20% of all law enforcement personnel with preventative radiological nuclear detection (PRND) equipment during steady state operations. First responders also receive training and participate in exercises that will further enhance their ability to detect, locate, identify, mitigate, and adjudicate radiological/nuclear materials in the NCR that may be out of regulatory control.

To date, the NCR STC program has purchased approximately \$12 million in PRND equipment, and spent approximately \$300,000 on training. They anticipate purchasing an additional \$5 million dollars of PRND equipment, and spending approximately \$500,000 for training and exercises during FY 17–18.

<sup>4</sup> Execution rate may be higher than computed as Weekly Situational Awareness events are not included in the computation of actual events reported by other agencies or reporting authorities.



## Washington Regional Threat Analysis Center

The Washington Regional Threat Analysis Center (WRTAC) is an “all-threats, all-hazards” fusion center, housed and administratively supported by HSEMA and operationally guided by a board of key DC Public Safety and Justice Cluster agencies. The mission of the WRTAC is to provide strategic analysis of regional threats and hazards, while enhancing information sharing among public and private sector partners. In 2016, WRTAC analysts created 50 analytic products that met an established, or ad hoc, information need; processed 971 raw suspicious activity reports from various sources, 536 of which were forwarded to partner agencies for further investigation; processed 1,158 requests for information from agencies and organizations across the public and private sector; and conducted and/or participated in 185 outreach activities.

### **Paris Complex Coordinated Attack: Lessons Learned**

Sponsored by the U.S. Department of Homeland Security (U.S. DHS), representatives from the local and national fire services and the National Fusion Center Association (NFCA), traveled to Paris, France, between March 27 and April 2, 2016, to meet with members of the Paris first responder, civil defense,

and emergency services community. The fusion center representative, also representing the state and local community, was a WRTAC intelligence analyst. The visit included meetings with police, fire, medical and military first responders, as well as with municipal and national government leaders. The goal of the trip was to gather lessons learned by homeland security and public safety counterparts that would be used to inform operational response plans, policies, and procedures in the United States. Additionally, they acquired information on the tactics, techniques, and procedures used prior to and during the attacks. The focus was on emergency response activities, command and control of responders, and integration of law enforcement, fire, and EMS during terrorist attacks.

Since the visit, the WRTAC and other representatives shared findings and lessons learned to numerous agencies in the NCR and throughout the United States at national conferences and in webinars. As part of the deliverable from the trip, the group has shared their presentation more than 30 times, including at the federal and local level, as well as to vetted private sector partners operating in the NCR. Notable presentations included to the National Counterterrorism Center, U.S. Capitol Police, and the plenary session of the 2016 National Fusion Center Association annual meeting. The delegation included representatives from DC Fire and EMS, Prince William County Fire



The image on left shows the city of Paris as it relates to the suburb of Saint Denis. A computer-generated aerial on the right shows where the explosions occurred.



**In the photo, first responder vehicles line a crowded street in Paris.**

(chair of the homeland security committee within the International Association of Fire Chiefs), the Fire Department of New York, Los Angeles Fire, U.S. DHS Intelligence and Analysis, as well as the French law enforcement attaché to the United States and professors associated with the Harvard Kennedy School Program on Crisis Leadership.

## CAPABILITIES IN ACTION

The emergency response capabilities of the DPS were tested during multiple unplanned emergencies and major planned events. During such events, the District's Emergency Operations Center (EOC) is activated to provide the platform and command structure for multi-agency coordination of information and resources. When activated, HSEMA hosts over 100 local, state, and federal agency representatives in the District's EOC. Representatives offer expertise in specific disciplines, such as crisis management, health and medical services, intelligence, public affairs, and transportation, and have the ability to disseminate operational information and subject matter expertise to responders.

In 2016, a few of the larger EOC activations were for the State of the Union, 2016 Winter Storm Jonas, CSX train derailment, Nuclear Security Summit,

Independence Day, and National Museum of African American History and Culture dedication. Additionally, in order to support interoperability, the District has two Incident Management Support Teams (IMSTs) that can be deployed to incident locations as enhanced support for local and regional events. In 2016, the IMST was deployed regionally to Cleveland, Ohio, in support of the Republican National Convention.

## Unplanned Events

In 2016, the District tested their emergency response capabilities by responding to multiple unplanned incidents, including Winter Storm Jonas, Potomac oil spill, and CSX train derailment.

### Winter Storm Jonas, "Snowzilla"

From January 22 to January 24, 2016, 26 inches of snow fell on the District and surrounding areas during Winter Storm Jonas, also known as "Snowzilla." Snowzilla, like other large-scale storms, resulted in wide-spread consequences for the NCR, including the closure of federal, county, and local governments, shutdown of major commercial airports, and suspension of services provided by WMATA and other public transit options.



**Featured is the District's Emergency Operations Center (EOC) activated during an event**



On January 21, the Mayor issued a State of Public Emergency for the District, which activated the District Response Plan (DRP) and, in turn, the EOC. The District Department of Public Works (DPW) and DDOT pre-positioned 243 plows, and began to activate additional pre-contracted private sector equipment. Combined, DPW and DDOT utilized 444 District-owned pieces of snow removal response equipment. They continuously cleared roadways, ensuring arterial and residential streets were 75% passable within 36 and 60 hours respectively. Serve DC mobilized over 1,017 volunteers to shovel approximately 3,720 District sidewalks for seniors and citizens with disabilities or access and functional needs.

The District response was not limited to snow removal, but centered on ensuring the personal well-being of residents. DHS had 16 warming shelters, more than one in each ward, open for residents experiencing homelessness or potential power loss. Another 24 shelters were on standby in the event of mass power outages. The District provided transportation to these centers for residents who could not travel on their own. In total, the warming shelters provided services to more than 400 residents, including 12,850 meals provided over the course of the storm. The District's Office on Aging delivered 6,398 meals to homebound seniors and members of the disability and access and functional needs (D/AFN) community. Similarly, D.C. Public Schools (DCPS) opened ten schools on Monday, January 25, and Tuesday, January 26, and provided breakfast and lunch through the school meal program to students. Over two days, DCPS provided 1,471 meals.

The District's D/AFN outreach team provided staffing for the shelter hotline, and shared regular situational updates with their network of 700 disability advocates. The outreach team worked with community partners, including the Development Disabilities Council, to address the challenges the D/AFN community faced during and after the storm. They also activated their Effective Communication



**Pictured: A CAT front loader dumps snow into a machine that then rapidly melts it.**

program, which ensured that the Mayor's press conferences were accessible for the deaf and hard of hearing community.

The District was able to fully reopen District Government operations by Tuesday, January 26. DCPS reopened on Wednesday, January 27, and trash pickup resumed on Wednesday, January 28. As of February 18, the District projected total losses at \$55.3 million. Due to the extent of damage, the federal government issued a disaster declaration that provided \$23 million in reimbursements.

### **Potomac Oil Spill**

On January 24, 2016, a Dominion Virginia Power substation exploded near Crystal City sending more than 13,000 gallons of transformer mineral oil through a storm drain where it exited an outfall into a waterfowl sanctuary off the Potomac River. DOEE was the primary responding agency to the incident scene. A Unified Command was created amongbetween the U.S. Coast Guard, U.S. Fish and Wildlife Service, DOEE, and other state and federal agencies. Approximately 21 birds, mostly Canadian geese, died as a result of the oil leak, and another 32 were rescued and transferred to a rehabilitation center for decontamination.





Sources: D.C. Department of Energy and Environment, maps4news.com/@HERE  
THE WASHINGTON POST

A map shows the Pentagon, Reagan National Airport, Dominion Virginia Power substation, the Potomac River, and the southwest corner of Washington, DC. The storm drain outfalls where oil exited are labeled within the Roaches Run Waterfowl Sanctuary.

## CSX Train Derailment

On Sunday, May 1, 2016, at about 6:40 a.m., a CSX freight train carrying hazardous materials derailed near Rhode Island Avenue Metro. The derailment caused 14 freight cars to go off the tracks, and several overturned, releasing hazardous and nonhazardous substances. Leaked materials included sodium hydroxide, calcium chloride, and ethanol. Sodium hydroxide is a highly corrosive chemical which can cause skin and eye irritation or burning upon contact. MPD, FEMS, and DDOT were immediately on the scene to assist hazmat crews in containing the leak and securing the site. Various District agencies, including HSEMA, FEMS, DOEE, MPD, DDOT, and DHS played vital roles in securing the incident scene and informing the public.

## Planned Events

In 2016, the District's emergency response capabilities were tested during multiple planned events, including preparation for the 58th Presidential Inauguration, State of the Union, Nuclear Security Summit, and dedication of the National Museum of African American History and Culture.

## 58th Presidential Inauguration Preparation

Throughout 2016, the District was focused on building emergency preparedness capabilities in preparation for the 58th Presidential Inauguration. Every District agency has a direct or indirect role in ensuring a peaceful transition of power. The District held over 25 training and exercise events specifically focused on preparing government staff, private partners, and the public, to prevent, protect, respond to, and recover from potential emergencies. These events, specifically the targeted training courses, prepared more than 930 District staff. Activities included:

- Inaugural Communications tabletop exercise
- Rehearsal of Concept (ROC) drill,
- "Just in Time Training" for the EOC's software program
- WebEOC, and Emergency Liaison Officers
- Training on Improvised Explosive Devices (IED),
- Dry run of the inauguration in the EOC. (See the training dates in Appendix C.)

Additionally, the District planned and developed an enhanced messaging system and focused on engaging private sector partners to improve information sharing.

### Inaugural Messaging

In August 2016, HSEMA began work with the Executive Office of the Mayor to create the District's comprehensive public affairs strategy for the 58th Presidential Inauguration. Along with dozens of District agencies and federal partners, District public information officers (PIOs) established a social media strategy, launched an inauguration-specific website, developed hazard messaging, and participated in several inauguration specific exercises. NIXLE, a community outreach module to the Everbridge platform, was planned and developed by District PIOs and agency partners to allow users to sign up for text alerts for a specific event by texting a keyword to the number 888777.



**Regional partners monitor computers and hear from a presenter (on the left) in the Emergency Operations Center during an Inaugural Communications tabletop exercise.**

In partnership with the U.S. Park Police, HSEMA incorporated the NIXLE technology into the agency's communications plan for the Inauguration. Since the program is slated to allow registration in early 2017, more information regarding total usership and feedback will be available in the 2017 DPS Annual Report.

### ***District Private Sector Engagement Inaugural Subcommittee***

The District Private Sector Engagement program facilitated the Private Sector Engagement Subcommittee for the 2017 Presidential Inauguration. The group used the Business Emergency Management Operations Center (BEMOC) structure to coordinate a robust information sharing process. This group presented to over 1,000 residents and businesses on the impact that inaugural events could have on their business and residence. The BEMOC facilitated numerous neighborhood community meetings, business district meetings, and other stakeholder engagements. The group coordinated with the U.S. Secret Service on all private sector planning efforts.

### **State of the Union**

On January 12, 2016, the EOC activated in support of the President's State of the Union address. The activation included local and federal agencies, including but not limited to HSEMA, DOH, the U.S. Department of Defense, U.S. Federal Protective Services, U.S. Capitol Police, U.S. Secret Service, MPD, and the U.S. Department of Treasury. Emergency liaison officers convened to facilitate interagency coordination among supporting partners during the event. Weather, traffic, and intelligence reports were frequently analyzed in order to prevent, protect, and mitigate potential threats to those in attendance at the State of the Union, as well as the District community.

### **Nuclear Security Summit**

The fourth Nuclear Security Summit, which was designated by the U.S. Secret Service as a National Security Special Event (NSSE), was hosted in Washington, DC, from March 30, 2016, to April 2, 2016. Attendees from 52 countries and four international organizations were invited to the forum in which leaders discussed their commitment to securing nuclear materials. In preparation for the summit, the District coordinated with several federal government agencies and private sector partners.

## National Museum of African American History and Culture

The Emergency Operations Center (EOC) activated on Saturday, September 24, 2016, from 0500 to 2300 hours, to support the dedication of the new National Museum of African American History and Culture. The EOC facilitated interoperable communications within the Unified Command. District and federal agencies, including HSEMA, DDOT, DC FEMS, U.S. Park Police, DPW, and MPD, partnered to ensure a safe and secure dedication environment. DC FEMS and the Medical Reserve Corps reported 136 patients were treated at medical aid tents, and six patients were transported to area medical facilities.

## DC All-Hazards Incident Management Support Team

Numerous natural, human-caused, and terrorist-related incidents can and have had an impact on the District. To address a need for enhanced EOC support, in 2016 the District continued to develop the EOC's All-Hazards Incident Management Support Team (IMST) program through continued socialization, training, and exercising on FEMA's

NIMS and Incident Command System (ICS), which provide a comprehensive structure and seamless approach to managing emergencies. The District currently has two fully deployable IMSTs, which are capable of working 12- to 14-hour shifts during operational periods.

## Republican National Convention Support

In July, the District of Columbia answered a request for support from the Cleveland, Ohio Office of Emergency Management (OEM). As a result, the District assembled and deployed their IMSTs to support operations at the 2016 Republican National Convention in Cleveland between July 18 and 21. Twelve DC IMST members served as a support planning team for Cleveland OEM. The DC IMSTs worked alongside Cleveland OEM, for a total of 72 hours across three 12-hour shifts, to ensure the safety of those in and outside the Quicken Loans Arena during the Convention. The District shared best practices with Cleveland's OEM and adopted the practice of designating a lead from each agency to provide briefs to the EOC during activations. They also adopted the practice of including a schedule of events, beyond the battle rhythm, in planning documents for activations.



Members of the District Incident Management Support Team (IMST) pose outside the Republican National Convention in Cleveland, Ohio.



## COMMUNICATIONS AND PREPAREDNESS OUTREACH

Preparing District residents for emergencies is among HSEMA's most significant strategic priorities. The District strives to ensure residents are aware and trained on how to prevent, protect against, mitigate, respond to, and recover from threats and hazards.

### Communications

In an effort to engage the whole community, the District used numerous plans and programs to enhance communications.

#### Emergency Communications Operational Plan

During emergencies and special events, sharing information becomes critically important. The District Emergency Communications Operational Plan and Emergency Communications Guide, which were approved in 2015, detail the process of coordinating public communications during incidents and special events. These plans were implemented in 2016 during the activation of the Joint Information Center during Winter Storm Jonas, the dedication of the National Museum of African American History and Culture, and various exercises conducted in anticipation of the 58th Presidential Inauguration. The Emergency Communications Operational Plan ensures that the District speaks with one voice when addressing the media at joint press conferences or updating constituents through social and traditional media.

#### Notifications, Alerts, and Social Media

HSEMA manages AlertDC, the District's emergency notification system to provide official, timely information to help residents prepare for and respond to emergencies. Users select notifications to receive (e.g., severe weather, police alerts, school closings), as well as how to receive (e.g., text, email, phone). In 2016, more than 8,500 new users registered for AlertDC, bringing the total users to



A District Community Outreach Specialist shows the HSEMA mobile app to a community member during the Mayor's holiday celebration for senior citizens in December 2016.

more than 167,000, or a 5.6% increase over the prior year. AlertDC issued more than 6,800 alerts in 2016.

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

Social media is another important avenue for providing information to the public. HSEMA maintains a Facebook page and Twitter account with useful preparedness tips, information on upcoming events, and important hazard information. By the end of 2016, HSEMA had more than 20,000 Twitter followers and 3,600 Facebook users. Leading up to the 58th Presidential Inauguration, HSEMA worked with the Executive Office of the Mayor on the District's social media strategy for the January 2017 National Special Security Event.

## Community Outreach

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The District has used numerous programs to support community preparedness, including public education, media campaigns, training seminars, preparedness orientations, and community planning meetings. Notable events in 2016 included:

### Groundwork Starts for Personal Preparedness Campaign

In 2016, HSEMA began work on a comprehensive public preparedness campaign, ReadyDC. A significant element of the campaign is the creation of a ReadyDC website to share emergency preparedness information with District residents, business owners and visitors. In addition to the new website, HSEMA is also developing brochures in multiple languages and accessible formats to help District residents and visitors learn more about how they can be aware, make a plan, create an emergency kit, and get informed. ReadyDC is planned for launch in 2017.

### Community Events

Throughout the year, HSEMA's Community Outreach team conducted more than 200 emergency preparedness and disaster planning events. The HSEMA Community Outreach team served private and public sector partners at health fairs, community festivals, industry expos, private sector meetings, and trainings. The team provided emergency preparedness guidance, offered information on signing up for AlertDC, showcased the HSEMA mobile app, and answered questions on how to train and prepare for local threats and hazards.

### Preparedness Volunteers

Throughout the year, Serve DC within the Mayor's Office on Volunteerism continued to engage agencies and residents across the District in the Community Emergency Response Team (CERT) program. The CERT program trains citizens to respond to emergencies in their communities and prepares them to provide critical support to first responders,

and immediate assistance to victims. In total, Serve DC provided CERT training to 396 community members in 2016.

Additionally throughout 2016, Serve DC trained 1,563 residents and District employees in first aid, CPR, and AED, while 3,532 children (ages 6-15) received emergency preparedness training. Also, in partnership with DC Fire and Emergency Medical Services and the American Red Cross of the National Capital Region, Serve DC trained 11,009 people in Hands on Heart, a program that offers free 20-minute, hands-only CPR and AED training sessions. Hands-only CPR involves chest compressions without added artificial respirations. Although this training does not provide participants with a CPR certification, it offers fast and free lifesaving skills to the public. American Heart Association studies indicate using the hands-only CPR technique may double or triple the survival rate of cardiac arrest victims.

### Disability and Access and Functional Needs Community

#### *Revitalizing Community Membership of Washington, Inc.*

In April 2016, HSEMA was invited to present at Revitalizing Community Membership of Washington, Inc., an organization that provides services to people with intellectual and/or developmental disabilities with a positive pathway toward energizing municipal involvement. The presentation focused on information about local hazards, creating preparedness plans, getting emergency alert notifications, and building emergency supply kits.

#### *Abilities Expo*

In December, HSEMA served as both a panelist and exhibitor at the Abilities Expo. The regional Abilities Expo, which took place near Dulles International Airport, brought together information on community services and private products for the community of people with disabilities,

their families, caregivers, seniors, and healthcare professionals. There were vendors, demonstrations, and a series of workshops addressing issues facing people with disabilities. HSEMA's exhibit showcased emergency preparedness information pertaining to access and functional needs and disaster kits and tools such as the HSEMA smartphone app that contains preparedness tips and helps telephone lines, and connects individuals to public safety agencies and transportation officials. As a part of the panel discussion, HSEMA highlighted the city's response to Winter Storm Jonas, which involved the distribution of 6,398 meals to homebound seniors and individuals with disabilities, the removal of snow on sidewalks for residents, and the District's efforts to ensure that press conferences were accessible for the deaf and hard of hearing community.

## SPECIAL EVENTS

### Mayor's Special Events Task Group

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The Mayor's Special Events Task Group (MSETG), administered by HSEMA, is responsible for organizing the City's public safety planning efforts for special events that require interagency coordination. Event organizers are required to present proposals to the MSETG and receive their approval before being issued a permit or license.

Event organizers work closely with HSEMA staff and the MSETG to ensure public safety needs are addressed while not impeding planning and execution of a successful event. In 2016, the MSETG met 20 times, witnessed 112 presentations, and ultimately approved 85 events.

## Community Events Assistance Fund

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The District's Community Events Assistance Fund (CEAF), managed by HSEMA, provides financial assistance to District community-based nonprofit organizations that foster community development activities. Funding is intended to offset mandatory costs for conducting special events and is provided through direct reimbursement of District public service agencies. In 2016, CEAF supported special events including the St. Patrick's Day Parade, Anacostia River Festival, Capital Pride Parade and Festival, Barracks Row Fall Festival, 17th Street Festival, H Street Festival, and the Fiesta DC Parade and Festival.

## CONCLUSION

In 2016, the District made great strides in strengthening its preparedness capabilities, agencies, and partnerships. As the District strives to realize its mission of a safe and secure community, the activities and accomplishments detailed in this report lead the District closer to attaining its goal.



## APPENDIX A: REFERENCE LIST

- Department of Energy and Environment. Department of Energy and Environment Risk Management and Operations Three Year Operational Plan. January 2016.
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- NBC Washington. CSX: Train Derails in DC, Leaks 3 Different Chemicals. May 1, 2016.
- Public Health Emergency Preparedness Subcommittee. Public Health Emergency Preparedness Subcommittee Mass Fatality Workshop Report. June 8, 2016.
- The Washington Post. Potomac oil spill came from Dominion, utility admits. February 12, 2016.
- Washington Regional Threat Analysis Center. 2016 Fusion Center Assessment Individual Report. February 2016.

## APPENDIX B: CONTRIBUTORS

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

## APPENDIX C: TRAINING COURSES OFFERED

### 2016 Annual Training Report

\*Asterisks denote training focused on the 58th Presidential Inauguration.

Training Date(s)	Training Title and Subject	Number of Employees Trained
September 1, 2016 September 2, 2016 October 12, 2016* October 19, 2016* October 26, 2016* November 9, 2016* November 10, 2016*	IS-700: National Incident Management Systems (NIMS) - Introduction training on the basic principles of NIMS.	145
September 1, 2016 September 2, 2016 October 12, 2016* October 19, 2016* October 26, 2016* November 9, 2016* November 10, 2016*	ICS-100: Incident Command System (ICS) - Introduction training on the basic principles of ICS.	146
February 17-18, 2016 March 9-11, 2016 June 1-2, 2016 August 10-11, 2016 August 11-12, 2016 December 19-20, 2016*	ICS-300: Intermediate Incident Command System for Expanding Events - Two-day training for front line personnel who require advanced application of the Incident Command System.	84
February 19, 2016 April 13-14, 2016 June 3, 2016 August 12, 2016 September 22-23, 2016	ICS-400: Advanced ICS for Command and General Staff, Complex Incidents and Multi-Agency Coordination System (MACS) - Advanced two-day training for senior personnel who are expected to perform in a management capacity in an Area Command or Multi-Agency Coordination Entity.	82
April 7, 2016 May 12, 2016	ICS-402: Incident Command System (ICS) - Course provides an overview of ICS for Executives/Senior Officials.	28
April 27, 2016 December 9, 2016*	G-191: Incident Command System (ICS) Emergency Operations Center (EOC) Interface Workshop - Training to provide state and local emergency management officials with the knowledge needed to operate an EOC and interface it with an Incident Command System field operation.	22
September 26-27, 2016	G-386: Mass Fatalities Incident Response - Training prepares local, state, and other response agency personnel professionals on how to handle mass fatalities and work with survivors during emergencies.	16
May 10, 2016	G-775: Emergency Operations Center (EOC) Management and Operations - This training explains the role, design, and functions of Emergency Operations Centers and their relationships as components of a multi-agency coordination system (MACS).	13



Training Date(s)	Training Title and Subject	Number of Employees Trained
July 18-21, 2016	L-449: National Incident Management System (NIMS)/Incident Command System (ICS) Curriculum Train-the-Trainer - Training to provide NIMS/ICS Instructor certification.	16
October 3-7, 2016*	L-950: National Incident Management System (NIMS) Incident Command System (ICS) - All-Hazards Position Specific Training for Incident Commanders.	17
September 15-16, 2016 December 13-14, 2016*	L-956: National Incident Management System (NIMS) - Incident Management System (ICS) All-Hazards Position Specific Training for Liaison Officers.	26
November 7-10, 2016*	L-958: National Incident Management System (NIMS) - Incident Management System (ICS) All-Hazards Position Specific Training for Operations Section Chiefs.	21
March 23, 2016 May 11, 2016 August 17, 2016 November 16, 2016* November 29, 2016* December 7, 2016* December 21, 2016*	WebEOC - Web-based information management system training that provides a single access point for the collection and dissemination of emergency or event-related information.	152
March 23, 2016 May 11, 2016 August 17, 2016 November 16, 2016* November 29, 2016* December 7, 2016*	Emergency Liaison Officer (ELO) - Training for agency representatives assigned to the Emergency Operations Center (EOC) during activations for incidents.	121
February 24-25, 2016 June 1-2, 2016 July 27-28, 2016 October 19, 2016*	Homeland Security Exercise and Evaluation Program (HSEEP) - This two-day HSEEP course focuses on exercise program management to include design and development, conduct, evaluation, and improvement planning.	102
March 21, 2016	Social Media for Natural Disaster Response and Recovery - This course focuses on the use of social media in disaster preparedness, response, and recovery. Participants are provided with the knowledge and skills to integrate social media into their current communication plans.	17
April 6-7, 2016	Critical Asset Risk Management - The Critical Asset Risk Management course participants will learn how threats, vulnerabilities, and consequences determine risk and are given an opportunity to practice the fundamentals of conducting vulnerability assessments by conducting on-site assessments of select local facilities.	10
July 12, 2016	Critical Infrastructure Security Resilience and Awareness - Introduction to key terms, policy, guidance and preparedness efforts required to safeguard the Nation's critical infrastructure.	16

Training Date(s)	Training Title and Subject	Number of Employees Trained
August 3, 2016	Advanced Critical Infrastructure Protection - Participants enhance their skills to formulate considerations for the resiliency of jurisdictional assets leveraging cross-sector partnerships. These considerations enhance the whole community's ability to manage the risk associated with critical infrastructure protection efforts.	24
August 9, 2016	Natural Disaster Awareness for Security Professionals - This course familiarizes participants with a range of natural hazards, the disaster-specific risks they pose, different factors that contribute to or reduce vulnerability, basic security duties that are typically required in the response to or recovery from major emergencies and disasters.	17
August 19, 2016	Tornado Awareness - This course is designed to provide emergency managers, first responders, and community members across all sectors with a basic understanding of the latest knowledge in tornado science, forecasting, warning, and preparedness.	8
September 20, 2016	Winter Weather Awareness - This course provides emergency managers, first responders, and community members across all sectors with a basic understanding of the latest knowledge in winter weather science, forecasting, warning, and preparedness.	15
November 1-3, 2016	Maturing Public/Private Partnerships - Workshop includes the historic foundations of public-private partnerships; what makes a successful partnership and typical problem areas.	9
November 28-December 2, 2016*	O-305: Type 3 All-Hazard Incident Management Team - Training for persons who desire to seek credentials/certification in command and general staff positions.	41
December 5-10, 2016*	Incident Response to Terrorist Bombings (IRTB) - Course designed to supply participants with the basic information concerning explosive and incendiary devices that could be used as terrorist weapons.	446
February 11, 2016 May 12, 2016 May 23, 2016 July 11, 2016 July 13, 2016 August 15, 2016 October 5, 2016  October 12, 2016 October 20, 2016  December 5, 2016 December 6, 2016 December 13, 2016	Coop Training/Exercises - Mayor's Office on Latino Affairs Department of Insurance, Securities and Banking DC Public Library DC Fire and EMS Department of Corrections Department of Disability Services Dept. of Youth Rehabilitation Services, Office of the Attorney General & Metropolitan Police Dept. DC Human Resources Dept. of Youth Rehabilitation Services, Office of the Attorney General & Metropolitan Police Dept. Department of Public Works Office of Chief Financial Officer Department of Forensic Sciences	154
TOTAL # OF PARTICIPANTS TRAINED:		1,748



