



# DISTRICT OF COLUMBIA HOMELAND SECURITY AND EMERGENCY MANAGEMENT STRATEGY

**2015-2019**



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## MESSAGE FROM THE HOMELAND SECURITY ADVISOR

Dear Fellow District of Columbia Residents and Visitors,

It is with great pleasure that I present to you the District of Columbia Homeland Security and Emergency Management Strategy. This document was developed in concert with stakeholders from throughout the District and will guide us as we continue to strengthen and enhance our ability to prevent, protect against, mitigate, respond to, and recover from all disasters and emergencies.

While the tragic events of September 11, 2001 heightened the public's awareness of the need for a well-prepared emergency management system, subsequent events such as Hurricane Katrina, a global pandemic, the 2012 North American Derecho, Superstorm Sandy, and the recent Navy Yard shooting have reinforced the vital role that we all must play in a coordinated approach to managing all disasters and emergencies, natural and man-made, that threaten the public's safety.

We have made tremendous progress in homeland security and emergency management in the District, but there is more work to do. We must think strategically, and build not only on sound emergency management principles, but also incorporate solid business and accountability principles which reflect our stewardship of the public trust. We must also continually strive to ensure that our emergency planning takes place within the context of national preparedness goals.

Thank you for your dedication to this vital and critical effort. I look forward to your continued support in making the District of Columbia a safer, more prepared place for all.

Sincerely,



Chris T. Geldart

Director, District of Columbia Homeland Security and Emergency Management Agency

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# 1.0 INTRODUCTION

## 1.1 Vision

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A prepared, safe, and secure District of Columbia through a system designed to prevent, protect against, mitigate the effects of, respond to, and recover from all threats and hazards, in order to reduce loss of life and property.

## 1.2 Mission

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The Mission of the District of Columbia Homeland Security Emergency Management Strategy is to create a comprehensive, District-wide, multi-discipline, public-private homeland security and emergency management enterprise to support saving lives, protecting property and the environment, stabilizing the community after an incident, and meeting basic human needs.

## 1.3 Purpose

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The District of Columbia Homeland Security and Emergency Management Strategy (Strategy) provides guidance for all stakeholders in the District of Columbia to direct, articulate, monitor, and evaluate programmatic efforts to achieve preparedness. Preparedness refers to the planning, organization, equipment, training, and exercises required to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from disasters and emergencies. The Strategy unifies the efforts of District organizations for a comprehensive and effective approach to homeland security and emergency management and provides the context for which management, policy, and funding decisions relevant to preparedness can be made.

The Strategy applies to all District of Columbia government departments as well as independent organizations that are partners in the District's preparedness efforts. These efforts take an all-hazards approach to disaster preparedness, which means they prepare us for any public emergency situation and will inform rational, risk-based decision making based on identifiable goals and objectives for program and policy development.

## 1.4 Overview of the Strategic Planning Approach and Methodology

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The strategic planning process was a collaborative procedure that sought to engage stakeholders at each step. To begin the planning process, a survey was conducted to assess the strengths, weaknesses, opportunities, and threats involved in the District of Columbia's current state of preparedness. All agencies involved in the District Preparedness System (DPS) were surveyed. Information gathered from the surveys was further enriched by follow up interviews with District of Columbia senior officials. A thorough review of existing documents and plans was conducted including the District's Threat and Hazard Identification and Risk Assessment (THIRA), previous grant applications, mission area plans, previous District Homeland Security Strategic Plans, and sample strategic plans from jurisdictions across the country. Stakeholders reviewed various drafts of the document and provided comments, and the final plan was accepted and approved by the Mayor.

## 1.5 Planning Context

Emergency Preparedness planning must recognize and reflect the overall context of national and District preparedness goals and objectives.

The following references were incorporated in the development of the Strategy:

- Homeland Security Presidential Decision Directives and Presidential Policy Directives
- National Preparedness Goal
- U.S. Department of Homeland Security National Incident Management System (NIMS)
- U.S. Department of Homeland Security Mission Area Frameworks
- U.S. Department of Homeland Security Homeland Security Grant Program Guidance

As described above, the Strategy provides guidance for program, policy, and funding decisions within the District. The Strategy will be supported by the District’s Homeland Security and Emergency Management Strategy Playbook (Playbook) which will be used to prioritize activities based on gaps identified in the District THIRA, State Preparedness Report (SPR), and after action reports. The Playbook will provide detailed tasks, responsible parties, and action steps necessary to achieve the goals and objectives outlined in the Strategy, as well as those outlined in the individual mission area implementation plans. The structure of these strategic plans is outlined in Figure 1 below.

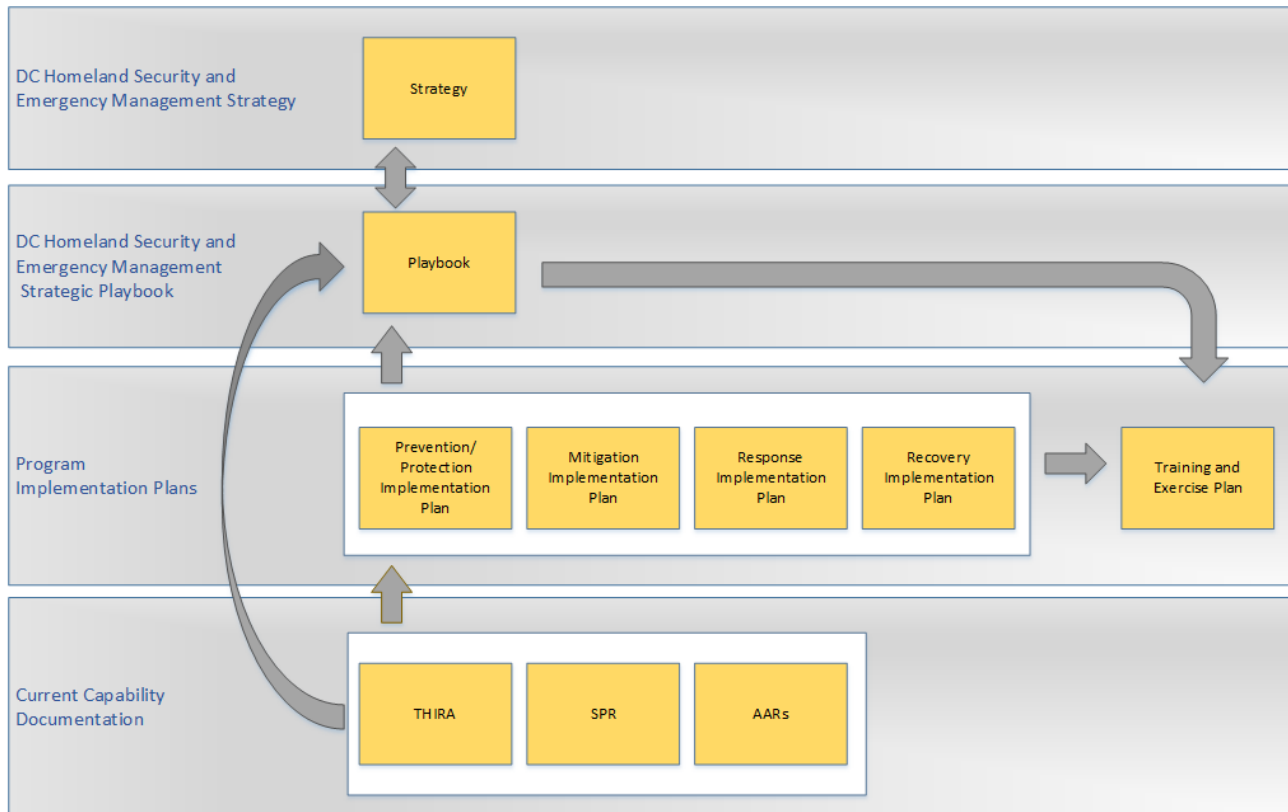


Figure 1: Strategic Documents



The execution of operational components of the Strategy will be guided by the District Preparedness Framework (Framework) and supporting operational and tactical plans (see Figure 2) which will provide a collaborative and systematic approach for the Whole Community in the District to reduce risks and improve capabilities in order to prevent, protect against, mitigate, respond to, and recover from all hazards.

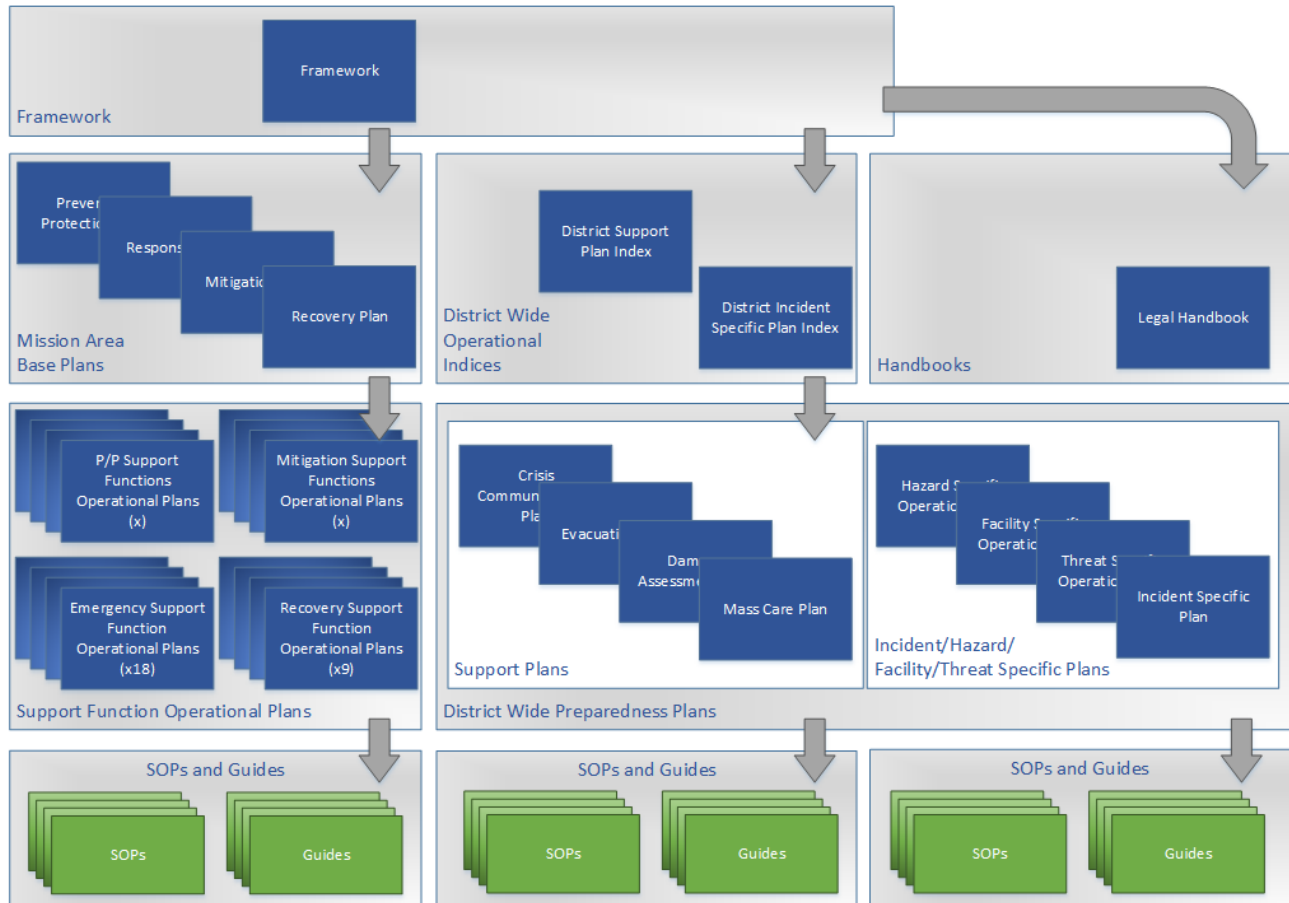


Figure 2: Operational Documents

## 2.0 GOALS AND OBJECTIVES

### 2.1 Overarching Goal

#### Principle Mission

As stated in section 1.2 above, the primary mission of this strategy is to articulate the coordinated goals of the District’s homeland security and emergency management efforts in order to ensure that the District of Columbia is prepared to prevent, protect against, respond to, mitigate, and recover from all threats and hazards.

GOAL 1
<b>Prepare the District to prevent, protect against, respond to, recover from, and mitigate the effects of all hazards, disasters, and emergencies.</b>

#### Objectives

- Coordinate and integrate planning efforts across all agencies, all disciplines, and all partners for all mission areas.
- Maintain a governance system to oversee District agencies in executing emergency preparedness programs.
- Provide assistance and technical support to all members of the DPS.
- Establish and maintain appropriate memoranda of understanding with partner agencies and jurisdictions.
- Support continuity of operations and business planning for District agencies and the private sector.
- Develop and maintain business management, operating, and information technology systems that support District preparedness efforts.

GOAL 2
<b>Enhance the District’s all hazards preparedness capabilities through training, exercises, and evaluation.</b>

#### Objectives

- Develop and maintain a centrally coordinated District-wide Training & Exercise Plan to include both traditional and non-traditional preparedness stakeholders, as well as Emergency Liaison Officers.

**GOAL 3**

**Enhance the District’s all hazard preparedness capabilities through improved citizen outreach and engagement.**

**Objectives**

- Build a strong District-wide volunteer capability to assist emergency personnel for all-hazards through comprehensive training, exercises, credentialing, and tracking.
- Provide information, training, and tools to District communities and vulnerable populations, including those with access and function needs, to enable all those in the District to better protect themselves and their families.
- Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, the actions being taken, and the assistance being made available.

**2.2 Prevention/Protection**

**Mission Area Statement**

To prevent and protect against credible adversarial acts and other hazards that have the potential to cause overwhelmingly harmful impacts to the District of Columbia's population, critical infrastructures, environment, and/or economy.

**GOAL 4**

**Protect the community, people, assets and critical infrastructure in the District, and prevent, deter, disrupt and/or reduce threats or risks.**

**Objectives**

- Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
- Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
- Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
- Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on

U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.

- Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
- Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.
- Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
- Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.
- Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).
- Reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.
- Identify, assess, and prioritize risks to inform Protection activities and investments.
- Strengthen the security and resilience of the supply chain.

## 2.3 Mitigation

### Mission Area Statement

To reduce losses from disasters by implementing actions and policies that are based on hazard identification and vulnerability analysis, integrated planning, stakeholder involvement, grants management, and investment from governmental and non-governmental sources.

#### GOAL 5

**Reduce or eliminate the impact of disasters on District life and property by evaluating perceived threats, hazards and emerging trends; and coordinating resources to build resilience.**

### Objectives

- Establish and maintain the District Mitigation Program in order to enhance all mitigation capabilities across the District.

- Establish capabilities to conduct a systematic process, engaging the whole community, in the development of executable strategic, operational, and/or community based approaches to meet defined objectives.
- Establish capabilities to deliver coordinated, prompt, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as possible, the actions being taken and the assistance being made available.
- Establish capabilities to maintain a unified and coordinated operation structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
- Establish capabilities to identify the threats and hazards that occur in the geographic area, determine the frequency and magnitude, and incorporate this into the analysis and planning processes so as to clearly understand the needs of a community.
- Establish capabilities to assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity’s risk and increase their resilience.
- Establish capabilities to lead the integrated effort to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish mitigation and improve resilience.
- Establish capabilities to build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to the incident.

## 2.4 Response

### Mission Area Statement

To provide tiered, scalable, flexible, and adaptable capabilities that allow for coordinated planning in times of calm and effective and unified response in times of crisis within or impacting the District of Columbia, to save lives, protect property and the environment, stabilize the community, and meet basic human needs.

**GOAL 6**

**Enhance the District's all-hazards response capabilities through planning, systems development and resource management.**

### Objectives

- Develop and update a comprehensive set of all hazards operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.

## GOAL 7

**Ensure effective response by strengthening the District's capability to conduct following an incident, and enhancing its capacity to stabilize and begin recovering from all hazards.**

### Objectives

- Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
- Safely, effectively, and efficiently manage incidents through the integration of all responder facilities, resources (personnel, equipment, supplies, and communications), and procedures using a common organizational structure that is the Incident Command System (ICS), as defined in the National Incident Management System.
- Effectively manage emergency incidents and events through multi-agency coordination for a pre-planned or no-notice incident or event through the Emergency Operations Center Management.
- Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
- Ensure availability of critical resources to incident managers and emergency responders for proper distribution and to aid disaster victims in a cost-effective and timely manner.
- Ensure the availability and safety of critical transportation routes and coordinate the movement of people, pets and resources.
- Prevent disease and injury after an incident or event through the quick identification of associated environmental hazards including exposure to infectious diseases that are secondary to the primary incident or event and secondary transmission modes.
- Restore affected areas to pre-incident or event conditions.
- Restore sufficient lifeline services to safely support on-going recovery activities.
- Minimize the illness or injury to any first responder, first receiver, medical facility staff member, or other skilled support personnel as a result of exposure or injury throughout the incident.
- Assess and secure the incident scene while protecting first responders and mitigating any further effect to the public at risk.
- Conduct threat assessments following incidents involving explosive devices to ensure the explosive and/or hazardous devices are rendered safe, and the area is cleared of hazards.
- Ensure the dispatch and safe arrival of the initial fire suppression resources within jurisdictional response time objectives.
- Rapidly identify and mitigate hazardous materials release; rescue, decontaminate, and treat exposed victims; limit the impact of the release; and responders and effectively protect at-risk populations.
- Locate victims (human and animal) who may be trapped or not accounted for, report their location and have them transferred for medical care or to mass collection points if needed, in the shortest amount of time, while maintaining rescuer safety.

- Ensure coordination of volunteers and donations is maximized and does not hinder response and recovery activities.
- Achieve complete documentation and recovery of human remains, personal effects, and items of evidence (except in cases where the health risk posed to personnel outweigh the benefits of recovery of remains and personal effects).
- Safely shelter in place and/or evacuate to safe refuge areas affected and at-risk populations (and certified service animals); ensure affected and at-risk populations are effectively and safely reentered into the affected area, if appropriate.
- Individuals who are ill, exposed, or likely to be exposed are separated, movement is restricted, basic necessities of life are available, and their health is monitored in order to limit the spread of a newly introduced contagious disease (e.g., pandemic influenza).
- Ensure rapid provision of mass care services (sheltering, feeding, bulk distribution for the population and companion animals within the affected area.
- Ensure that appropriate drug prophylaxis and vaccination strategies are implemented in a timely manner upon the onset of an incident or event to prevent the development of disease in exposed individuals.
- Ensure that critical medical supplies and equipment are appropriately secured, managed, distributed, and restocked in a timeframe appropriate to the incident.
- Ensure that individuals injured or ill from the incident or event are rapidly and appropriately cared for, and that continuity of care is maintained for non-incident related illness or injury.
- Ensure that Emergency Medical Services (EMS) resources are effectively and appropriately dispatched and provide pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident (patient care reporting), while maintaining the capabilities of the EMS system for continued operations.

## 2.5 Recovery

### Mission Area Statement

To restore, sustain, and improve the quality of life in the District by providing leadership in implementing policies, ensuring comprehensive and integrated planning, encouraging stakeholder participation, and taking appropriate actions that help overcome physical, social, emotional, and environmental impacts from disasters.

#### GOAL 8

**Enhance the District’s planning and operational capabilities to restore and stabilize government operations and community life.**

### Objectives

- Establish a recovery planning cycle to enhance and develop recovery plans and protocols.

- Address gaps in District policies that will slow the process of achieving successful community recovery.
- Develop staffing options for recovery operations to meet the needs of recovery-related and regular duties, while allowing for personnel fatigue and other considerations.

**GOAL 9**

**Establish District Recovery Support Functions to build capabilities and organization to execute recovery operations and mission critical tasks.**

**Objectives**

- Establish capabilities to ensure that the economy is restored and there are adequate employment opportunities for District residents and workforce.
- Establish capabilities to ensure educational and critical student services are available to all students, including pre-K–12, higher education, and adult education.
- Establish capabilities to ensure an expedited recovery and access for all populations to needed governmental services.
- Establish capabilities to ensure medical care and social programs are available to all populations.
- Establish capabilities to ensure all housing needs are identified and offer needed housing opportunities.
- Establish capabilities to ensure adequate infrastructure—roads and highways, rail systems, air transportation, sea transportation, electricity, potable water, wastewater, natural gas, fuel, and propane—is available.
- Establish capabilities to ensure land use planning issues are addressed after the disaster and ensure compliance to, or work to update as appropriate, building, zoning, and environmental regulations and the approved Comprehensive Plan.
- Establish capabilities to ensure the protection, quality, and availability of natural, cultural, and historical resources.

**GOAL 10**

**Enhance coordination with the National Capital Region (NCR) to ensure successful regional recovery.**

**Objectives**

- Establish plans, protocols, and procedures within the NCR to identify and establish recovery capabilities and areas for coordination.
- Enhance District capability to receive people from outside the District who have been displaced from areas experiencing disasters.



## APPENDIX A: EMERGENCY PREPAREDNESS COUNCIL

The DC Emergency Preparedness Council (DC EPC) operates and serves the District of Columbia by continually re-examining the overall state of emergency and disaster readiness of the District of Columbia, providing a consistent network of District agency expertise to make the District of Columbia Government a national leader in comprehensive emergency management and homeland security, and making recommendations on improving District’s planning for, response to, and recovery from emergency and disaster events as well as emerging threats.

In that role, the DC EPC will bear the primary responsibility for monitoring, ensuring, and communicating the implementation of this plan. By making recommendations and decisions regarding programmatic areas and projects that support the Strategy's goals and objectives, the EPC will drive the plan towards achievement of its vision.

The EPC is comprised of the following individuals and offices:

- Mayor
- City Administrator
- Deputy Mayor for Health and Human Services
- Chief Financial Officer
- Director, Homeland Security and Emergency Management Agency
- Attorney General for the District of Columbia
- Chief, Metropolitan Police Department
- Fire Chief, Fire & Emergency Medical Services Department
- Chief Medical Examiner
- Director, Department of Health
- Director, Department of Human Services
- Director, Department of Consumer and Regulatory Affairs
- Chief Technology Officer
- Director, Serve DC
- Chief Procurement Officer
- Director, Executive Office of Communications
- Director, Office of Unified Communications
- Director, Department of General Services
- Director, Department of Public Works
- Director, District Department of Transportation
- Chair, Committee on the Judiciary, Council of the District of Columbia
- District of Columbia Courts and Laws (State Court Official)
- Child and Family Services Agency
- Department of Youth and Rehabilitation Services
- Area Maritime Security Councils
- Criminal Justice Coordinating Council
- Office of the State Superintendent of Education
- DC Public Schools
- Office on Community Affairs
- Office on Aging
- Department of Disability Services
- Department of Behavioral Health
- Office on African Affairs
- Office on Latino Affairs
- Office of Asian and Pacific Islander Affairs
- Office of Gay, Lesbian, Bisexual, and Transgender Affairs