ANNUAL REPORT TO THE COUNCIL OF THE DISTRICT OF COLUMBIA

HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY

Summer 2010

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Executive Summary

This report fulfills the annual reporting requirement of the *Homeland Security, Risk Reduction, and Preparedness Amendment Act of 2006*, which requires the Executive to submit an annual report on the state of homeland security and emergency management in the city to the Council of the District of Columbia. This annual report, which covers the time period from February 1, 2009 until January 31, 2010, describes the city's current level of preparedness, homeland security capabilities, priority initiatives, training sessions, exercises, and mutual aid agreements. The following is a summary of the major findings of this report:

- The cycle of preparedness is a **continual process** supported by adequate resources and continued vigilance to ensure that we can adapt to changing circumstances, hazards, and threats. The successful outcome of National Special Security Events (NSSEs), including the 2010 State of the Union Address, as well as the coordinated management and support of the December 2009 blizzard, the H1N1 pandemic response, and the Washington Metropolitan Area Transit Authority's Red Line accident, demonstrate the District of Columbia's operational agility and overall preparedness.

- The Homeland Security and Emergency Management Agency emphasizes a **capabilities-based approach** to homeland security planning, allocating resources, and assessing levels of preparedness.

- The District of Columbia of Columbia's **strategic priorities** are: Interoperability, Mass Casualty Planning, Community Preparedness, Intelligence/Information Sharing, Critical Infrastructure Protection (CIP), Weapons of Mass Destruction (WMD)/Hazardous Materials (HazMat)/Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection & Response, and Planning.

- HSEMA continues to work with other District of Columbia agencies to implement a variety of initiatives to expand the District of Columbia's homeland security capabilities and mitigate areas of vulnerability. One significant initiative is the integrated closed-circuit television network, which has already begun to substantially improve the District of Columbia's **situational awareness**. It will not require significantly more annual budgetary resources and may, in some instances, eliminate redundant spending.

- The Video Interoperability for Public Safety (VIPS) program has allowed HSEMA to more efficiently monitor the city's existing closed circuit television (CCTV) cameras.

- **Community outreach and public education** continue to play a critical role in HSEMA's efforts to prepare and protect District of Columbia residents, businesses, and visitors. HSEMA's primary guiding principle is residents first. All homeland security and emergency management efforts are conducted in the best interest of all District of Columbia residents and visitors.

- HSEMA continues to ensure that the city's first responders and other emergency workers have adequate **training** in planning, incident command, emergency response, public assistance, damage assessments, and continuity of operations.

- In order to ensure the efficacy of its planning, training, and response efforts, the District of Columbia has led or participated in nine **exercises**.

- The District of Columbia has **mutual aid agreements** with every jurisdiction in the National Capital Region (NCR) to coordinate planning, distribute resources, organize response efforts, and share information. 40 U.S.C. §71 defines the NCR as the District of Columbia; Frederick, Montgomery and Prince George's Counties in the State of Maryland; Arlington, Fairfax, Loudon, and Prince William

Counties in the Commonwealth of Virginia; and, all cities existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties.

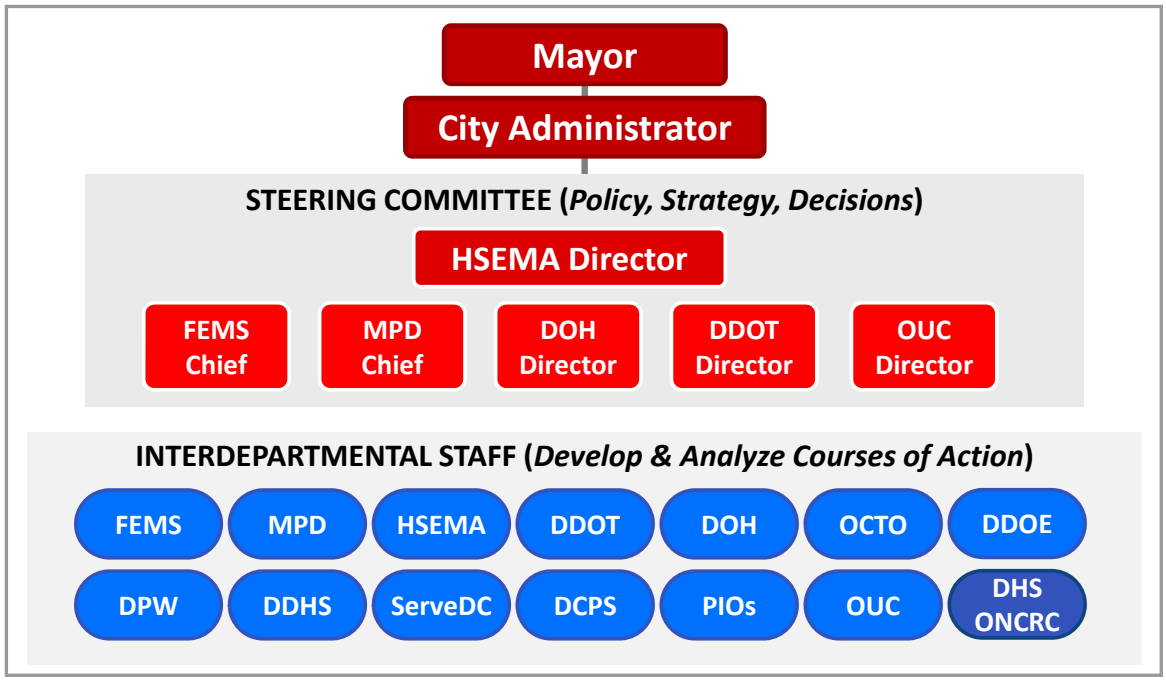
Previously, the Homeland Security and Emergency Management Agency revised the District of Columbia's Homeland Security Strategy to align better with the agency's improved risk analysis. A significant component of this Strategy includes performance measures that align resource allocation for grants, equipment, training, and exercises to strategic priorities and capabilities.

Introduction

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

The HSEMA Director also chairs the Mayor's Emergency Preparedness Council (EPC), which is comprised of the District of Columbia agencies that have emergency response roles (see *Figure 1: EPC/Homeland Security Executive Committee*).

Figure 1: EPC/Homeland Security Executive Committee



The EPC is composed of representatives from all primary and support agencies listed within the District Response Plan (DRP) and non-governmental entities. The EPC meets regularly and helps to inform homeland security issue formulation and resolution, including a review of regional exercises and implementing changes to DRP planning and execution strategies. With the approval of the EPC, the DRP was updated in December, 2008.

During emergencies, HSEMA coordinates with multiple agencies throughout the District of Columbia including the following: Fire and Emergency Medical Services (FEMS), Metropolitan Police Department (MPD), District of Columbia Department of Transportation (DDOT), Department of Health (DOH), Office of the Chief Technology Officer (OCTO), District of Columbia Department of the Environment (DDOE), Department of Public Works (DPW), District of Columbia of Columbia Department of Human

Services (DDHS), ServeDC, District of Columbia of Columbia Public Schools (DCPS), and the Office of Unified Communications (OUC). The graphic also represents the U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency's (FEMA's) Office of National Capital Region Coordination (ONCRC) as a single point of entry for DHS/FEMA coordination. The creation of HSEMA made it necessary to modify the Mayor's EPC in order to ensure it interacts with other emergency preparedness governing bodies for a holistic approach that will enhance all of the District of Columbia's response capabilities. In addition, the HSEMA Director serves as the Chair of the Mayor's Special Events Task Group. The District of Columbia has a long history of responding to and managing emergency situations; however, since 9/11, the District of Columbia's emergency management and preparedness posture has become more defined and robust. HSEMA will continue to strengthen and enhance existing programs and activities through initiatives such as:

- Development of an enhanced District of Columbia government-wide emergency planning process that more fully utilizes the city's resources and assets.
- Implementation of a more stringent process to manage existing resources and identify gaps in resources. Numerous resource shortfalls were identified prior to each NSSE and the District of Columbia was able to balance existing resources and, in some instances, reach out to other jurisdictions within the NCR to assist.
- Development of a robust consequence, risk, and vulnerability assessment process that incorporates hardening and protection of critical infrastructure.

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

HSEMA is working to prepare the District of Columbia's citizens for emergencies and disasters of all kinds. Throughout 2009, the agency conducted community emergency management exercises in every ward. HSEMA is also working with the business community to ensure that the thousands of employees who work in the District of Columbia are prepared for and protected from natural hazards, accidents, and intentional acts of destruction. HSEMA spearheads the after action report process at the conclusion of every large-scale event or disaster. The resulting lessons learned and action items are important tools for bolstering our response capabilities.

HSEMA is also working to ensure that the city's first responders and other emergency personnel have the training required to enable them to fully perform requisite activities. In 2009 alone, 4,665 District of Columbia staff, both paid and volunteer, received emergency preparedness training. Students have come from District of Columbia agencies such as DDOT, DPW, MPD, DOH and FEMS.

As HSEMA implements the provisions of homeland security legislation, there are several key elements that must be an integral part of this process, including:

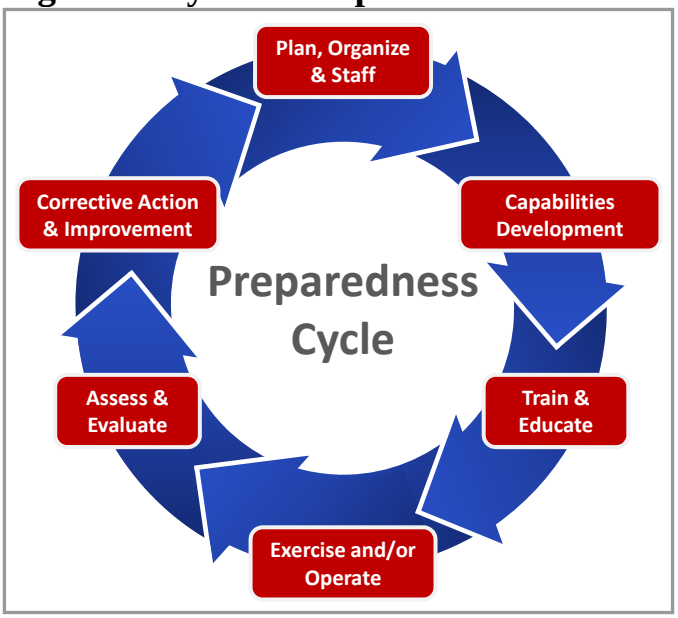
- Joint state, federal, and regional cooperation and coordination, including planning, training, and exercising;
- Hazard analysis, vulnerability assessment, and CIP planning, including collaboration with private sector entities; and,
- Community emergency management education, planning and exercises.

Level of Preparedness

In 2008, HSEMA developed a strategy to address analyzed risks, including developing hazard-specific plans and acquiring resources to support the execution of those plans. Once risks and vulnerabilities were identified and plans developed to address them, the next steps include identifying and obtaining equipment and other assets necessary to respond. The next step in the preparedness cycle is to develop and implement a multi-year training and exercise strategy to test those plans. Finally, based on the outcomes of the exercises, improvement plans must be developed and corrective actions must be implemented, followed by updating the capabilities assessment strategy and multi-year plans (see *Figure 2: Cycle of Preparedness*).

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

Figure 2: Cycle of Preparedness



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

- **Emergency Management Accreditation Program (EMAP):** The District of Columbia has received a conditional accreditation by EMAP. EMAP is a standard-based voluntary assessment and accreditation process for state and local government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for disasters. Currently, personnel are working to fulfill requirements for the Resource Management standard.

- **EOC Activation:** From February 1, 2009 until January 31, 2010, the District of Columbia activated the EOC seven times for special events and emergencies, including the Right to Life March, the International Monetary Fund Annual Meeting, Independence Day, and the State of the Union Address. Additionally, the District of Columbia partially activated the EOC for the President's Address to the Nation and a Joint Session of Congress , the Calvert Cliffs exercise, and the December snow storm. Even though these events were not official assessments of the District of Columbia's capabilities, HSEMA was able to gauge capability gaps and incorporate lessons learned into the cycle of preparedness.

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

DHS's Target Capabilities List (TCL) identifies 37 capabilities necessary to address a broad range of incidents including terrorist attacks, natural disasters, health emergencies, and other major incidents. The TCL supports an all-hazards approach to building interchangeable, flexible capabilities needed to address a broad range of incidents including terrorist attacks, natural disasters, and health emergencies. The TCL includes preparedness measures that a jurisdiction may utilize in assessing its progress.

HSEMA has seven homeland security priorities: Interoperability, Mass Casualty Planning, Community Preparedness, Intelligence/Information Sharing, Critical Infrastructure Protection, WMD/HazMat/CBRNE Detection & Response, and Planning. See *Figure 4: HSEMA Strategic Priorities and TCL Capabilities*. HSEMA's homeland security priorities intersect with the TCL preparedness measures. The preparedness measures describe major elements or issues that should be addressed in plans, procedures, and systems, as well as authorities, relationships, and agreements that need to be in place in order to enhance each target capability. See *Appendix A: Capability Preparedness Measures* for the complete list of preparedness measures. The following table indicates whether HSEMA and other District of Columbia agencies have successfully addressed a majority of the questions for each capability.

Figure 3: HSEMA – District of Columbia's Level of Preparedness

TCL Capability[1]	Majority of Answers to Preparedness Measures[2]
Communications	**Yes**
Mass Prophylaxis	**Yes**
Medical Surge	**Yes**
Mass Care	**Yes**
Community Preparedness & Participation	**Yes**
Citizen Evacuation & Shelter-In-Place	**Yes**
Emergency Public Information & Warning	**Yes**
Intelligence/Information Sharing & Dissemination	**Yes**
Critical Infrastructure Protection	**Yes**
WMD & HazMat Response & Decontamination	**Yes**
CBRNE Detection	**Yes**
Explosive Device Response Operations	**Yes**
Planning	**Yes**

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

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

Strategic Priorities & Capabilities

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

Figure 4: HSEMA Strategic Priorities and TCL Capabilities

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

HSEMA, as the State Administrative Agency for the National Capital Region, received a total of $76,563,295.00 in homeland security grants from the Department of Homeland Security for the 2009 grant cycle. The majority of the grants (Homeland Security Grant Program and the Regional Catastrophic Preparedness Grant Program) was received on August 1, 2009 and is shared among the state and local jurisdictions in the National Capital Region. The Interoperable Emergency Communications Program grant to HSEMA was received on June 1, 2009. The Buffer Zone Protection Program grant to HSEMA was awarded on April 1, 2009. The Emergency Management Performance Grant to HSEMA was awarded on October 1, 2008. *Appendix C: 2009 All Grants Summary.*

Interoperability

Interoperability within the District of Columbia of Columbia and the National Capital Region (NCR) is extremely challenging. There are fifteen radio user agencies within the District of Columbia plus the University of the District of Columbia, and DC Water. In addition, there are 23 jurisdictions spread over three states that comprise the NCR, more than 20 independent police departments in the District of Columbia (university, federal, other), a number of critical federal agencies (e.g. U.S. Secret Service (USSS), Federal Bureau of Investigations (FBI), U.S. Park Police, U.S. Capitol Police), and various non-governmental organizations (hospitals, universities, utility companies, transportation and water authorities, American Red Cross and others). In the event of a large-scale incident, these agencies must

coordinate their responses, share information, and disseminate data throughout the District of Columbia and across the NCR.

Capability – Communications

Communications is defined as the ability to talk within and across agencies and jurisdictions via radio and associated communications systems, exchanging voice, data and/or video on demand, in real-time, when needed, and when authorized. A component of strengthening the District of Columbia's communication capabilities is the enhancement of emergency public information and warning. The following is a list of specific achievements and competencies the District of Columbia possesses to enhance this capability.

- **District of Columbia and National Capital Region Voice/Radio Interoperability:** All District of Columbia agencies and responders have unencumbered access to communications and information technologies to facilitate interoperability. The District of Columbia and NCR have one of the most advanced voice/radio interoperability capabilities among major metropolitan areas. The District of Columbia's primary radio communications network is used by all District of Columbia responder agencies, and dispatchers are trained to facilitate cross-agency communications as appropriate.

- **Executive Radio Channel:** The District of Columbia has expanded its radio network, and HSEMA has established an executive radio channel, for communications among agencies' leaders. OUC established an encrypted radio frequency, designated for exclusive senior leadership use. This frequency provided a dedicated method for sharing information among the District of Columbia's senior leadership. Because many senior leaders do not use 800 MHz radios on a daily basis, some senior leaders needed to familiarize themselves with the radios in order to communicate.

- **State Interoperability Committee:** The District of Columbia established the State Interoperability Committee, which leads the District of Columbia's efforts continually to update and enhance interoperable communications. The committee also works to improve redundancy and resiliency of the District of Columbia's emergency notification systems.

- **Geospatial Situation Awareness:** HSEMA and OCTO DC Geographic Information Systems (DCGIS) rolled out the GoogleDC Situational Awareness Globe to over 125 MPD Officers and Analysts. The system allows the law enforcement community to visualize geospatial intelligence generated by analysts or through live data feeds from 911, 311, and ShotSpotter in a secure user-friendly tool. DCGIS has also a Geospatial Intelligence Analyst that is housed in the Washington Regional Threat Analysis Center.

- **Inter-Agency Radio Interoperability Zone:** The District of Columbia designed and implemented the radio programming of the Inter-Agency Radio Interoperability Zone. The Inter-Agency Radio Interoperability Zone facilitates robust radio interoperability among all District of Columbia radio users.

- **State Interoperable Communication Plans:** There is a collaborative effort between the District of Columbia, Virginia, and Maryland to integrate joint initiatives into each of their respective state Interoperable Communication Plans to advance interoperability across the region. The District of Columbia interacts monthly with Maryland and Virginia through the National Capital Region Interoperability Program.

- **Resiliency and Redundancy:** The District of Columbia's emergency communication systems are tested on a regular basis. In order to ensure that there are multiple levels of survivability, the District of Columbia conducts system redundancy and failover tests of the DC Emergency Unified Communication systems, such as 911 telephony, Radio, and Computer Aided Dispatch (CAD) and its

network on a quarterly basis. All E-911 traffic is on DC-NET with two fully redundant fiber optic rings connecting the Unified Communications Center and the Public Safety Communications Center back-up location.

- **Computer Aided Dispatch:** MPD police officers and FEMS first responders have access to the CAD system through mobile data computers that are mounted in their vehicles. As a result, information sharing in the District of Columbia occurs more rapidly. Additionally, fourteen patrol cars in the deaf and hard of hearing unit are equipped with video phones.

- HSEMA successfully deployed the **mass notification system** during the President's Address to the Nation and a Joint Session of Congress in 2009, which would have allowed HSEMA a means to communicate with the crowds if an emergency had occurred.

Mass Casualty

One of the District of Columbia's major strategic priorities is the enhancement of mass prophylaxis, mass care, and coordinated medical surge capabilities. On February 1, 2008, the District of Columbia adopted the Office of the Chief Medical Examiner's Mass Fatality Plan. The Mass Fatality Plan can be activated in response to forty or more fatalities over and above the Office of the Chief Medical Examiner's routine case load.

In the January 2007 Pan Flu Operations Plan Review, which assessed the District of Columbia's level of planning for pandemic influenza, the Centers for Disease Control and Prevention (CDC) found that the city sufficiently addressed community containment, communication, and continuity of operations. The CDC stated that the District of Columbia had successfully developed interdisciplinary relationships with and among community leaders in the event of a pandemic influenza epidemic. However, the review also found that the District of Columbia needed to improve mass vaccination, surveillance, and antiviral distribution.

From August 7, 2009 until November 19, 2009, 102 H1N1 influenza cases were reported by school nurses. The District of Columbia, Department of Health (DOH), administered 26,215 doses of H1N1 vaccine in its mass clinics. HSEMA partnered with DOH and deployed personnel to the mass clinics. 75% of the aforementioned doses were administered to District of Columbia residents. 168,900 surgical masks and 22,870 N95 masks were distributed as well. *See p. 24 for H1N1 Pandemic Influenza Continuity of Operations Plans.*

Capability – Mass Prophylaxis

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

- **H1N1:** During the first 100 days of DOH's vaccination program, DOH hosted over 50 free clinics for District of Columbia residents. DOH hosted clinics in every ward and maintained weekend or evening hours. In addition to making the vaccine available through community health clinics, DOH distributed the vaccine to healthcare providers who pre-registered to administer the vaccine. DOH provided updates to the community through toolkits, educational pamphlets, radio, television, internet, and the Mayor's 311 call center.

- **Secure Mass Prophylaxis Supplies:** DOH's inventories of medical supplies and pharmaceuticals are appropriately managed in accordance with Food & Drug Administration (FDA) and Drug Enforcement Agency (DEA) guidelines. To coordinate the dispensing of mass prophylaxis, DOH identified forty points of distribution (POD), with at least one in every ward.

- **Participation in Strategic National Stockpile and Cities Readiness Initiative:** The District of Columbia is actively involved in federal mass prophylaxis programs including the CDC's Strategic National Stockpile (SNS) and Cities Readiness Initiative (CRI). CRI is a CDC program that aids cities in increasing their capacity to deliver antibiotics to all residents within a 48-hour period in the event of an aerosolized anthrax attack. The SNS has a large cache of pharmaceuticals in reserve. According to the CDC, approximately 150 million regimes of various medicines and medical supplies would be available to distribute to local communities. In addition, there have been ongoing security coordination efforts with the Metropolitan Police Department as well as the District of Columbia of Columbia Protective Services Division and the United States Marshals Service.
- **Inter-Agency Mass Prophylaxis Coordination throughout District of Columbia:** The District of Columbia assists the city's hospitals in their effort to improve the capabilities of their healthcare facilities to provide pharmaceutical interventions for their patients and staff. The city is also working with the Medical Reserve Corps (MRC), university/community health care centers, and other District of Columbia agencies to increase the capacity to provide timely prophylaxis by increasing the number of trained personnel to dispense mass prophylaxis.
- **Additional Lessons Learned for Mass Casualty, Mass Prophylaxis and Strategic National Stockpile from the 56th Presidential Inauguration:** DOH deployed a robust health and medical response to ensure the health and safety of participants, District of Columbia employees, and first responders during the Inaugural period. For example, DOH conducted epidemiological surveillance and monitoring activities before, during, and after the Inauguration. Specifically, DOH, in conjunction with local, regional, and federal partners, provided the following services:
  - DOH began enhanced human and animal disease syndromic surveillance.
  - DOH and the FDA provided food monitoring for 17 sites recommended by the USSS. From the 17 sites, the FDA reported 82,000 meals that required surveillance. DOH's lab tested 98 samples, and the FDA tested approximately 100 additional samples.
  - DOH assisted DHS with more frequent collection and expedited testing of the BioWatch filters, and distributed test results to facilitate situational awareness among response partners.
  - Medical teams from the National Disaster Medical System (NDMS) were on the ground, with reinforcements on standby to provide medical assistance in the event of a mass casualty incident.
  - The SNS was deployed and activated for 36 hours during the period of high bio-surveillance.

Capability – Medical Surge

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

- **Syndromic Surveillance System:** The District of Columbia's syndromic surveillance system, ESSENCE, is installed in the city's major hospital facilities to track trend data from emergency rooms, pharmacies, health insurance firms, and school clinics to detect potential outbreaks by tracking patient symptoms. By focusing on symptoms rather than confirmed diagnoses, syndromic surveillance aims to detect bio-terror events earlier than traditional disease surveillance systems. As a component of ESSENCE, the Washington Automated Disease Surveillance System (WADSS) has developed requirements, focusing on Public Health Information Network (PHIN), for integrated clinical and patient data management and access.
- **Department of Health Critical Asset Survey of District of Columbia of Hospitals:** In collaboration with the DC Hospital Association (DCHA), DOH has conducted a critical asset survey of the District of Columbia's acute care hospitals' interoperable communications capabilities and ICS training, while involving them in surge capacity and mass prophylaxis/dispensing operations.

- **Health Information Sharing Network:** The DC Emergency Healthcare Coalition (DC EHC) developed a web-based situational awareness system to alert and notify other hospitals of emergencies, as well as to report bed availability.
- **Emergency Department – IT**: This system is a dedicated patient tracking system that links DOH with the eight acute care hospitals to provide real-time Emergency Department patient registration data when the system is activated.
- **District of Columbia Pandemic Influenza Video:** http://www.octt.dc.gov/services/on_demand_video/special/depts/DOH_Pandemic.asx
- **Emergency System for Advanced Registration of Volunteer Healthcare Personnel Program:** The District of Columbia implemented the US Department of Health and Human Services-mandated Emergency System for Advanced Registration of Volunteer Healthcare Personnel (ESAR-VHP) program to credential, contact, and track medical personnel rapidly in the District of Columbia. There are 302 medical personnel in the District of Columbia enrolled in DC Responds, DOH's ESAR-VHP program.
- **Behavioral Health Emergency Response Teams:** Currently, the District of Columbia has seven behavioral health emergency response teams in place; each team has 8-10 people. These teams have multi-disciplinary staff with expertise in an array of specialties, including foreign language skills. Each team provides timely mental assessments and counseling for first responders and victims, and connects patients with recovery services.

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

Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by a large-scale incident. DDHS works closely with all responder agencies, including the American Red Cross, in order to provide quality care and services. The following is a list of specific achievements and competencies the District of Columbia possesses to enhance this capability.

- **Identified Shelter Sites:** The District of Columbia has identified three shelter sites that can accommodate over 1,000 people each. These sites meet the necessary mass care requirements and are accessible from evacuation routes and transfer points. The identified emergency mass sheltering locations will be authorized for use through the direction of the District of Columbia's Consequence Management Team (CMT). There are an additional 68 smaller shelters that have been identified throughout the District of Columbia. The shelters were surveyed by a team from the American Red Cross using a survey developed by the Regional Emergency Support Function #6 Committee for Mass Care. Each shelter was surveyed for numerous attributes, including size, accessibility, amenities, and points of contact. See the American Red Cross' National Shelter System website for further detail: https://nss.communityos.org/cms/.
- **Mass Care Companion Animal Assistance:** DOH has developed a mass sheltering plan for individuals with pets and has rolled out a tagging initiative to allow for more rapid identification and

vaccination of pets. The District of Columbia's animal shelter is in the process of expanding its current capacity to handle an increase in volume during a disaster.

- **Regional Evacuation and Sheltering Resource Guide:** For the NCR, the District of Columbia led an effort to develop resources for sheltering and evacuation. The resultant NCR Sheltering and Evacuation Resource Guide serves as a foundational set of documents and databases to inform planning at the local, regional, and state levels. The Guide contains a listing/catalogue of potential regional resources for shelter operations, a comprehensive reference for contiguous regional evacuation routes, and resource databases. HSEMA and DDOT have personnel who are on the NCR working group to revise the Regional Evacuation Coordination Guide. This guide will serve as a comprehensive collection of resources necessary for a mass evacuation of any jurisdiction in the NCR or the NCR as a whole.

- **Emergency Shelter Plan:** The District of Columbia's Emergency Shelter Plan was developed to serve as a supplement to the DRP, the Emergency Transportation Annex (ETA) and the NCR Shelter and Evacuation Guide. The plan identified shelter sites, requirements for human and physical resources, communications needs, and the transport procedures for shelter guests. During the District of Columbia's inaugural EOC activation, DDHS, as the ESF 6 lead for mass care/sheltering, in coordination with the Department of Parks and Recreation (DPR), opened four shelters.

- **Regional Catastrophic Planning Grant**: HSEMA is collaborating with regional partners to develop a Regional Catastrophic Plan that will address recovery concerns for the entire NCR and all of the FEMA Region III states, which include the District of Columbia of Columbia, the Commonwealths of Pennsylvania and Virginia, Maryland, Delaware and West Virginia. The plan will address contingencies for Mass Care (sheltering and behavioral mental health) and support resilience in the aftermath of a catastrophic event. The Mass Care project will incorporate systems and methods to support survivors of a catastrophic event, both evacuees and those sheltering in place, with access to water, food, shelter, clothing, and essential medical care.

Community Preparedness

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

Regarding the special needs populations, including deaf, blind, non-ambulatory and homeless populations, HSEMA adhered to recent DHS guidelines when updating the DRP. New DHS guidelines advise agencies to avoid planning for specific disabilities or populations, as that is sure to exclude a population; rather, agencies are encouraged to consider all populations when planning, and incorporate alternative methods for communicating and evacuating into basic plans.

Capability – Community Preparedness and Participation

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

- **Public Education on Disaster Preparedness**: In May 2009, HSEMA completed 14 community preparedness tabletop exercises for District of Columbia residents and families. The exercises focused on hurricanes, nor'easters, and tornadoes. To ensure that all citizens were invited to participate, Community Emergency Management Plans (cluster plans) were divided among 14 groups. All of the community tabletop exercises were held in public locations that were often used by neighborhood and community groups for meetings, such as community centers, public libraries, police stations, and places of worship. Each location was accessible by public transportation. Overall, nearly 400 individuals pre-registered for the 14 community preparedness tabletop exercises. 354 residents participated with an average of just over 25 residents per exercise. In addition, HSEMA has been conducting 20—30 minute presentations to all new city employees in the District of Columbia Human Resources New Hire Orientation.

- **Business Continuity Planning:** HSEMA conducted an emergency preparedness conference for businesses with nearly 200 people in attendance as well as four smaller workshops in conjunction with the Business Improvement Districts. At least ten businesses were represented at each workshop. These workshops focused on business continuity planning in preparation for an improvised explosive device (IED) incident. Business continuity planning prepares commercial entities to continue critical operations and functions including securing data, restoring use of various technologies, and protecting both staff and customers.

- **National Preparedness Month:** National Preparedness Month activities are a multi-agency effort focusing on community outreach including federal employees as well as the city's business community. The District of Columbia is one of more than 625 local and federal government agencies, businesses, non-profit organizations, educational institutions and other entities nationwide that have joined the effort to promote personal, family and business preparedness by pledging to conduct activities during September to promote preparedness. The campaign addresses several themes, including preparedness for children, businesses, different cultures, special needs, animals, and the elderly.

- **Multi-Media Campaign:** HSEMA Outreach Sites:

  - HSEMA agency site (http://hsema.dc.gov)
  - 72hours preparedness site (http://72hours.dc.gov)
  - Text Alert (https://textalert.ema.dc.gov/latest.php)

- **Partnering with National Citizen Corps Partner Programs:** The DC Citizen Corps Council also partners with four of the National Citizen Corps Partner Programs, including Neighborhood Watch, Medical Reserve Corps, Community Emergency Response Team (CERT), and the Police Reserve Corps. During special events and in the event of an emergency, the CERT volunteers provide assistance to the Medical Reserve Corps and the District of Columbia Department of Health to address emergency medical conditions.

  - **Neighborhood Corps Academy:** Neighborhood Corps is sponsored by ServeDC – The Mayor's Office on Volunteerism and the Washington, DC Citizen Corps Council. Neighborhood Corps are groups of volunteers trained in emergency response. They are capable of self-deploying when an emergency occurs in their community, and they act as team leaders on behalf of ServeDC in the EOC during special events. Neighborhood Corps teams are comprised of individuals who have successfully completed the CERT training and who live or work within the same community. Upon completing CERT training, members will attend Neighborhood Corps Academy classes taught by professionals, first responders, or experts in the field of emergency management. The Neighborhood Corps Academy has produced 147 graduates. However, this

number does not reflect the number of people that have been active in helping to develop and actualize the Neighborhood Corps model. Over 3,219 CERT-trained and other affiliated (emergency response trained) volunteers have been working in their communities to enhance the capabilities of the Neighborhood Corps.

- **Commander Ready Children's Preparedness Initiative:** HSEMA and ServeDC have continued the Commander Ready Children's Preparedness Initiative in the city's public schools. Commander Ready is a program that educates school children on developing family emergency plans and assembling "go" kits. Armed with Commander Ready backpacks full of survival items such as a flashlight, whistle, water bottle, and first aid kit, children will engage in activities to understand their role in an emergency and how to help family members. During the 2009/2010 school year, Commander Ready was introduced to five District of Columbia public elementary schools. A total of 1,630 students since the inception of the program in 2007 have completed the training. At the conclusion of the school year, approximately 345 more children will have completed the program.

- **District of Columbia Voluntary Organizations Active in Disasters:** The District of Columbia's Citizen Corps Council has partnered with the District of Columbia of Columbia's volunteer center, Greater DC Cares, to address the emergency response volunteer needs for the city. Additionally, the DC Citizen Corps has worked with the District of Columbia of Columbia Voluntary Organizations Active in Disasters (DC-VOAD), faith-based, non-profit and community-based organizations, and neighborhood/community associations to advance the preparedness message through outreach, training and exercises. In response to the earthquake that struck Haiti on January 12, 2010, volunteer organizations donated material resources and flew volunteers to the disaster. On January 19, 2010, HSEMA, OCTO, and the Department of Real Estate Services stood up a command center at the Haitian Embassy. The Haitian Embassy was able to carry out relief efforts more efficaciously due to additional resources such as computers, telephones, telephone lines, incident management software, and training.

- **Masters of Disaster:** The region is educating children to prepare for disasters, using the American Red Cross' "Masters of Disaster" curriculum. More than 852 teachers throughout the region have been trained to teach this curriculum, and it has been distributed to more than 159 public and 14 private schools, grades K-12 in the District of Columbia.

Capability – Citizen Evacuation and Shelter-In-Place

Two elements of the community preparedness capability are citizen evacuation and Shelter-in-Place. Citizen evacuation entails procedures and guidance for vacating the residents and companion animals from the city. Shelter-in-Place involves preparing for, communicating around, and execution of the order to remain indoors. The following is a list of specific achievements and competencies the District of Columbia possesses to enhance this capability.

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

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

- **Ward Evacuation Guides:** HSEMA developed ward-specific evacuation guides. The Ward Evacuation Guides will help residents in each of the city's eight wards determine the closest and most direct route to evacuate their homes if necessary. In addition to evacuation routes, the guides also contain information about the location of schools, hospitals, police, and fire facilities and designated shelter locations in each ward as well as basic protective actions for common emergencies such as severe weather. In addition to the guides, DDOT has affixed evacuation route signage the street signs of each designated evacuation route.

Capability – Emergency Public Information and Warning

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

- **Text Alert System:** The District of Columbia and NCR utilize the Roam Secure Alert Network (RSAN), which allows the city to send alerts through wireless text devices and email in order to inform citizens during emergencies. There was an increase in the number of enrollees in the DC Text Alert system from 70,641 in January 2009 to 86,800 in January 2010, which is a 23 percent increase. https://textalert.ema.dc.gov/

- **Traffic Messaging System:** The District of Columbia and NCR also have the ability to update and transfer a new message immediately from a traffic management center to an active message board. The message boards inform the traveling public of changes in driving patterns and ensure accurate and quick guidance in the event of a major emergency.

- **Washington Area Metropolitan Warning System:** The Washington Area Metropolitan Warning System (WAWAS) is a 24-hour alert and warning system for the region that helps coordinate federal and city emergency operations. The primary purpose of the WAWAS is the dissemination of the "Attack Warning and Civil Warning" to all federal agencies and local governments in the region.

- **Reverse 911:** The Reverse 911 (R-911) system uses the telephone system to alert residents during emergencies. Citizens do not have to register for this service. The R-911 communications tool uses a

combination of database and GIS mapping technologies to deliver notifications to communities. The system targets a precise geographic area and has the capacity to make thousands of calls per hour.

- **Emergency Alert System:** The Emergency Alert System (EAS) is a public warning system with the capability to disseminate alert and warning messages. The President of the United States, state authorities, and local authorities may utilize the EAS to deliver important emergency information to the general public or targeted areas of the country. EAS is a partnership between the government and the broadcast industry that allows regular programming to be interrupted to broadcast emergency information. EAS operates at the national level through broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service providers, and direct broadcast satellite providers.

- **NCR Operations Center Coordination Group:** The purpose of the NCR Operation Center Coordination Group effort is to raise situational awareness among NCR local, state, and federal government agency Operations Centers for day-to-day and crisis response events. Systems common to most Operations Centers include WAWAS, Regional Incident Communications and Coordination System **(**RICCS), and WebEOC.

- **Mass Notification System:** The Mass Notification System (MNS) improves the District of Columbia's ability to communicate emergency warnings to the public by implementing an outdoor, audio-based, siren/loudspeaker system. This system provides siren alerts, verbal notification, and evacuation or shelter-in-place instructions to District of Columbia citizens, commuters, and visitors in the event of a natural disaster or terrorist attack. The MNS is a direct communication tool that is especially useful to those who are removed from their regular information sources, i.e., not near a radio, television, or computer. This system is complementary to the District of Columbia's existing methods of delivering mass notification and warning.

Intelligence and Information Sharing

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

Capability – Intelligence and Information Sharing and Dissemination

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

- **Washington Regional Threat and Analysis Center:** The Washington Regional Threat and Analysis Center (WRTAC) "Fusion Center" fuses key information gathered from federal, state, and local agencies in a secure centralized location. The WRTAC facilitates the prioritization, collection, classification, and analysis of information to help prepare and protect the District of Columbia as well as the NCR. The following are some capabilities the WRTAC currently possesses, which facilitate intelligence and information-sharing across the region:

    - **National Suspicious Activity Reporting (SAR) in conjunction with E-Guardian Program:** The National SAR program is a state, local, and federal partnership which includes

E-Guardian. E-Guardian is an automated method for sharing certain unclassified information from Guardian's Terrorism Threat System with state and local law enforcement officers through Law Enforcement Online (LEO).

- **Global Justice Standards:** The WRTAC follows all global justice standards that relate to design, collection, analysis, dissemination, and product development inclusive of Homeland Security Advisory Council (HSAC) requirements.

- **Implement Information Sharing Environment Implementation Plan:** The WRTAC continues to implement the goals of the Information Sharing Environment Implementation Plan by facilitating the establishment of partnerships with government agencies and private partners. This plan includes the use of the Fusion Liaison program for both public and private partnerships.

- **Fusion Capability Tool:** The WRTAC is working to achieve a baseline of capability as described by the Fusion Capability Tool (FCT). The FCT is used to prioritize areas of improvement and prioritize the expenditure of funds to address identified areas of improvement in the city's ability to collect, analyze, disseminate, and use homeland security-related intelligence.

- **Regional Incident Communications and Coordination System (RICCS):** RICCS directly supports the structure of the Regional Emergency Coordination Plan (RECP), employing the concept of Regional Emergency Support Functions (R-ESFs) as a means of organizing the relevant agencies, officers, and decision-makers. This structure allows for notification and conferencing to be segmented according to the requirements of each regional incident or emergency. The system sends text messages to any text-capable device – e-mail accounts, mobile phones, and pagers.

- **Utilization of WebEOC Throughout Region:** WebEOC provides real-time emergency information management to all EOCs. The application provides secure, real-time access to active incidents information, state and national weather trends, transportation issues, mapping information, and EOC status in other jurisdictions. WebEOC provides jurisdictions within the NCR with a cost-effective web-based emergency management communications system that provides a real-time information sharing network.

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

- **Establishment of the Terrorism Incident Prevention Program:** The District of Columbia and MPD have established the Terrorist Incident Prevention Program (TIPP). The TIPP is responsible for educating businesses within specific industries on what to look out for in the way of suspicious activity related to their industry group. The TIPP feeds possible threat information into the WRTAC from more than 60 types of high-risk businesses and industries.

- **Regional Fusion Directors Exchange Program:** The four existing fusion centers in the NCR have joined together to form the NCR Fusion Center Directors Exchange Program. This forum meets regularly to discuss matters to include an analyst exchange program, regional SAR exchange, Terrorist Screening Center notifications, and exchange of criminal or border crime data within the NCR regional fusion centers, including the Maryland Coordination and Analysis Center (MCAC), the Virginia Fusion Center (VFC), the National Capital Region Information Center (NCRIC) and the

WRTAC. The Fusion Center Directors have expanded the program to include the West Virginia Fusion Center and the Delaware Fusion Center.

- **District of Columbia Partnership with High Intensity Drug Trafficking Area Watch Center:** MPD has established a partnership with the High Intensity Drug Trafficking Area (HIDTA) Watch Center in Greenbelt, Maryland. As a partner, the WRTAC works with the Washington/ Baltimore HIDTA Watch Center. The Watch Center provides tactical and actionable intelligence to law enforcement throughout the HIDTA and WRTAC region. The center's specially trained staff makes use of state-of-the-art technology to improve the effectiveness of law enforcement operations.

- **Video Interoperability for Public Safety (VIPS):** The VIPS program allows for the more efficient monitoring of the city's existing CCTV cameras. HSEMA has employed a network of CCTV cameras within the Unified Communication Center (UCC). HSEMA's CCTV system: (1) provides a common framework to enable a single and shared CCTV system among existing disparate CCTV networks; (2) improves monitoring efficiency, to reduce response time, and enhance public safety; and, (3) provides the District of Columbia with an advanced video monitoring capability.

Critical Infrastructure Protection

The District of Columbia faces unique critical infrastructure challenges due to its role as the nation's capital, the seat of all three branches of the federal government, a symbol of democracy, and a local jurisdiction. The District of Columbia is part of a regional transportation system, it maintains water treatment facilities, and it sustains a local utility infrastructure. Furthermore, the National Mall is the home to museums and memorials that attract millions of visitors annually. Therefore, the protection of this infrastructure is critical.

Capability – Critical Infrastructure Protection (CIP)

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

- **Critical Infrastructure Protection:** HSEMA collaborates with District of Columbia and regional stakeholders regarding implementation of the CIP. Recent accomplishments include the development of a regional CIP strategy, restoration of the Critical Infrastructure Protection Working Group (CIPWG), compilation of data, and validation of data for the DHS Data Call.

- **Regional CIP Strategy:** The Critical Infrastructure Protection Regional Programmatic Working Group (CIP RPWG) is organized with representation from Maryland, Virginia and the District of Columbia. The CIP RPWG is mandated to coordinate CIP programs and funding throughout the region. The CIP RPWG coordinated the assessment of 120 sites through the Automated Critical Asset Management System (ACAMS) program. In 2010, it will develop a regional CIP strategy

encompassing the unique relationships and vulnerabilities within component jurisdictions as well as the broader NCR.

- **ACAMS:** In 2009 the District of Columbia assessed 60 assets from 9 critical sectors and recorded basic facility information in the DHS ACAMS data portal. These facilities were assessed as part of a regional program, which enabled the mapping of critical interdependencies throughout the NCR. Information entered into ACAMS has enhanced the District of Columbia's ability to prioritize assets and identify vulnerabilities. The District of Columbia's commitment to ACAMS has facilitated greater cooperation with critical infrastructure owner-operators in the private and utility sectors. The HSEMA ACAMS program informed the allocation of nearly $1 million in UASI grants during 2009.

- **Infrastructure Vulnerabilities Identified and Mitigated Throughout District of Columbia:** The CIPWG guided the implementation of the Buffer Zone Protection Program (BZPP), which identified and mitigated 42 infrastructure site vulnerabilities. The CIP RPWG helped the District of Columbia recognize a need for a more formal, in-depth risk assessment based on a common framework (or frameworks) and create a prioritized initiative to address this need.

- **Monitoring Water Utilities Throughout the District of Columbia and Region:** The region has installed intrusion detection sensors at DC Water's access points to ensure that security will be alerted 24/7. The water supply for the region's major water utilities is monitored for chemical, biological, and radiological contaminants. These major utilities provide 90% of the water used by businesses, governments, and households in the NCR.

- **Emergency Power Backup Generators for Traffic Signal Systems:** The District of Columbia owns and operates 200 mobile back-up generators for traffic signal systems. The District of Columbia maintains external power hook-ups for 400 traffic signals to allow them to accept power from the mobile generators. The generators ensure the continuity of a critical segment of the transportation infrastructure across the region.

- **Hardening Non-Profit Critical Infrastructure throughout the Region:** The District of Columbia, in coordination with neighboring jurisdictions, invested in target hardening projects to help non-profit entities fortify infrastructure and develop protective measures. The non-profit entities were selected based on their ability to demonstrate a risk of attack by an international terrorist organization. Non-profits included local area hospitals, schools, and places of worship.

- **Portable Delta Barriers with Supporting Generators:** The District of Columbia owns multiple portable Delta barriers that can be deployed to critical infrastructure throughout the region. The barriers are easily towed to vulnerable sites and used as a regular security gate to control vehicle access. These barriers are portable resources the District of Columbia employs to assist rapidly in the fortification of critical buildings.

- **Multi-Threat Wireless Detection Systems:** A multi-threat wireless detection system is used to reinforce areas outside of the security perimeter of critical infrastructure facilities. The improved perimeter security system will expand the ability of the security personnel to monitor the facility.

WMD/CBRNE Detection and Response

The District of Columbia is a high-profile target throughout the world due to its status as a symbol of the United States and democracy. Therefore, the city has made enhancing Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) detection, as well as response to improvised explosive

devices (IEDs), weapons of mass destruction (WMDs), and hazardous materials (HazMats), a strategic priority.

Capability – WMD and HazMat Response and Decontamination

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

- **Regional Preparedness Activities - Regional Hazardous Materials Committee Meetings:** District of Columbia representatives attend and serve in leadership positions at regular regional meetings of the following sub-committees within the National Capital Region's Council of Governments Fire Chiefs Committee: Hazardous Materials Committee, Medical Committee, Intelligence Working Group, and Technical Rescue. Current problems, activities, solutions, and potential investments are discussed. Membership in these committees includes federal, state, and local fire and police.

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

- **Regional Mass Decontamination Program:** FEMS, along with its Maryland and Virginia cohorts, received and administered a UASI Grant that delivered 16 Decontamination Trailers to the region. Each Decontamination Trailer has stand-alone mass decontamination capabilities, including the ability to operate in cold weather, provide redress, and provide dry decontamination. Along with procuring the equipment, the region developed and adopted Mass Decontamination Guidelines and Common Operating Guidelines for first responders. This investment also included baseline capability assessments of regional decontamination capability and a study examining the issues of setting up decontamination systems at casualty collection points.

Capability – CBRNE Detection

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

- **CBRNE Detection Upgrade:** FEMS received and is implementing a UASI Grant to assure that all of the Regional Hazardous Materials Teams have the equipment necessary to meet the requirements of a NIMS Type I Hazardous Materials Response Team. This investment assures a common operating capability across the region and provides depth in response capability; allowing the same level of support between jurisdictions. This investment builds on earlier investments in specific types and pieces of equipment.

- **CBRNE Training:** FEMS received and delivered a series of training programs for the region designed to improve the technician and specialist level CBRNE response capability of Hazardous Materials Teams. In 2010, FEMS delivered contract training on biological sampling techniques, hazards materials incident management, and meter capabilities. Additionally, FEMS sent members to federally sponsored "in residence" programs specializing in chemical weapons, biological weapons, IED Response, and radiation. Finally, FEMS sent a group of first responders from the region to Israel to examine and explore CBRNE Response policies, methods and practices. First responders compared those lessons to local policy and made recommendations for improvement.

- **Preventive Radiation/Nuclear Detection Network:** FEMS has assumed the lead on a multidiscipline project to develop a Preventive Radiation/Nuclear Detection network for the NCR. The project has received commitment and support for all levels of local, state and regional officials. The project is currently working to develop the strategy under an agreement with the Defense Nuclear Detection Agency and a contract with Lawrence Livermore National Labs.

- **CBRNE Detection "Safe-Site" Units/Monitors:** Fire and police units throughout the District of Columbia have CBRNE detection "Safe-Site" units that can operate at fixed locations or be deployed for special events. The "Safe-Site" units detect potential chemical, biological, or radiation hazards and communicate their findings back to a central tracking system. These "Safe-Site" monitors allow the hospital to detect a contaminated victim who self-reports to the emergency room before the victim can contaminate the whole hospital.

- **Portable Detection Equipment:** The District of Columbia possesses portable detection capabilities at CI/KR sites. This equipment is housed across a number of District of Columbia agencies (FEMS, MPD, and DOH) as well as the private sector (e.g. hospitals, universities, security firms, etc.). Detection is necessary to protect against WMD through deployment of systems that ensure early detection of the import, transport, manufacture or release of chemical, radiological, nuclear, and high-yield explosive materials. The purpose is to have the ability to recognize and resolve potential threats through equipment, education, and effective protocols.

- **Department of Health Medical Personnel Protection Equipment:** In 2009, DOH distributed over 16,800 N-95 respirators, over 144,600 surgical masks, and 210 Personal Protective Equipment (PPE) Kits to be used in the event of an outbreak. This equipment provides partial protection against infectious agents and other elements that may harm individuals who care for the sick and injured such as medical personnel and first responders.

- **Washington Area Disease Surveillance System (WADSS):** The District of Columbia has developed the WADSS as a comprehensive disease and syndromic surveillance system. WADSS collects data from hospitals, pharmacies, school nurses, poison control centers, and other data sources to identify potential public health threats.

- **DHS BioWatch Program:** The District of Columbia works closely with the DHS NCR BioWatch Program, which has collection points throughout the region that contain filters to trap airborne particles. Through daily laboratory testing, the program is able to detect the presence of biological agents. The BioWatch Program is designed to detect certain aerosolized pathogens that are released by environmental sources or through intentional action.

- **Radiological Isotope Identification Monitors**: The District of Columbia possesses radiological isotope identification monitors. These instruments enable the detection of radiation, as well as the ability to identify a radiological isotope and determine its strength. These resources enable the inspection of suspicious materials at any critical infrastructure site and can be used by District of Columbia security personnel at key access points during heightened threats or special events.

- **BioSense:** The District of Columbia also has access to BioSense, a system that collects data from different parts of the country and produces alerts when there is unusual biological activity. BioSense is intended to improve the nation's capabilities for conducting real-time biosurveillance and enabling health situational awareness through access to existing data from healthcare organizations across the country.

- **Support from Department of Energy and Defense Threat Reduction Agency:** The District of Columbia has direct access to additional CBRNE detection through coordination with federal

partners, including Department of Energy (DOE) and the Defense Threat Reduction Agency (DTRA). The District of Columbia has a good working relationship with the DOE National Laboratories to adjudicate radiation alarms.

- **Water Decontamination Capabilities:** The District of Columbia's current decontamination capabilities consist of Multiple Engine Company Corridors – DS model – which provide cold water decontamination capabilities and six all-weather tent systems, which provide hot water decontamination capabilities. FEMS is leading a multi-discipline regional effort to increase the city's decontamination capability.

- **Domestic Nuclear Detection Office Coordination:** The District of Columbia is a part of the federal Domestic Nuclear Detection Office (DNDO) State and Local Stakeholder Working Group. Representatives from MPD collaborate with state, local, and federal agencies involved in preventive radiological and nuclear detection to detect and report unauthorized attempts to import, possess, store, develop, or transport nuclear or radiological materials.

Capability – Explosive Device Response Operations

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

- **Portable Explosive Detection:** The District of Columbia has multiple handheld Vapor Tracers that allow for both swipe testing as well as air sampling for explosives. The District of Columbia's Vapor Tracers can "sniff" vapor samples for traces of contraband as well as analyze invisible particles collected in "sample traps." Swiping works well for detecting and analyzing dynamite, nitroglycerin, and other explosive compounds.

- **EOD Explosive Detection Fiber Optic Kit:** The District of Columbia possesses explosive ordnance disposal (EOD) fiber optic kits that detect and identify explosive materials. These resources enable the inspection of suspicious packages at any critical infrastructure site and can be used by District of Columbia security personnel during heightened threats or special events.

- **IED Training:** DDOT employees have attended advanced IED training courses to learn how IEDs may be planted on the transportation infrastructure and how to detect possible IEDs.

Planning

HSEMA and the District of Columbia diligently coordinate and plan for all types of events in order to ensure the well-being of the District of Columbia's residents.

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

Capability – Planning

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

- **Emergency Management Accreditation Program (EMAP):** HSEMA has received a conditional accreditation from EMAP. EMAP is a standard-based voluntary assessment and accreditation process for state and local government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for disasters. Currently, personnel are working to fulfill requirements for the Resource Management standard.

- **Regional Catastrophic Planning Grant**: HSEMA is collaborating with our NCR partners to develop a Regional Catastrophic Plan that will address recovery concerns for the entire NCR and all of the FEMA Region III states, which include the District of Columbia, the Commonwealths of Pennsylvania and Virginia, Maryland, Delaware and West Virginia. The plan will address contingencies for Mass Care (sheltering and behavioral mental health), resource management, public preparedness, behavioral analysis, and transportation.

- **Federal Emergency Disaster Assistance**: Recovery is part of the emergency management process, and HSEMA worked closely with FEMA to provide public assistance after the 56th Presidential Inauguration. HSEMA and FEMA held applicant briefings, and agencies that were impacted applied for reimbursement to cover the costs that they incurred as a result of the inauguration. President Bush approved a declaration for the District of Columbia in January 2009, and the monies were dispersed in May 2009.

  HSEMA staff is coordinating with FEMA to secure federal reimbursement for resources expended during the recent snowstorms in December 2009.

- **Local Emergency Planning Council (LEPC)**: HSEMA has revived the LEPC. On January 12, 2010, HSEMA convened a meeting with District of Columbia, federal, private and public stakeholders to facilitate development of the bylaws and charter. The LEPC meets on a quarterly basis.

- **School Planning Initiative**: Planning personnel have provided expertise through the DCPS Safety Alliance to acquire funding from the U.S. Department of Education Readiness and Emergency Management for Schools (REMS) Grant for the development and implementation of the School Emergency Response Plan and Management Guide. Initially this project was specifically geared toward preparing DCPS. The DCPS initiative has expanded to promote emergency preparedness, response, recovery and mitigation and embrace multiple school districts, including District of Columbia of Columbia Public Charter Schools, independent schools, the Archdiocese, and area childcare centers.

- **Continuity of Operations Planning (COOP)**: During FY 2009, HSEMA has coordinated with OCTO, the OUC, DDHS, DPW, the Department of the Environment (DDOE), and the Office of Contracts and Procurement (OCP) to complete COOP Plans. Personnel are engaged in providing agency specific seminars to familiarize District of Columbia agencies with COOP planning tenets. Also, HSEMA provided expertise in the development of COOP protocols required for the H1N1 Pandemic Influenza epidemic.

- **H1N1**: The H1N1 Pandemic Influenza Continuity of Operations Plans for the District of Columbia engaged approximately 26 District of Columbia agencies in COOP planning, including the identification of mission essential functions, key personnel, delegation of authority, sick leave, and telecommuter policies among other key components for an effective plan. HSEMA and NCR planners developed an H1N1 Regional Concept of Operations that addressed how the NCR would coordinate during the H1N1 pandemic influenza outbreak. This plan promoted information sharing among the region to provide a common operating picture and has served as a template in the NCR.

- **Hazard Mitigation Plan**: HSEMA is updating the 2007 Multi-Hazard Mitigation Plan. HSEMA is collaborating with a variety of entities to highlight hazard specific issues and mitigation strategies. The Multi-Hazard Mitigation Plan is due for completion and FEMA approval by mid-December 2010.

- **Floodplain Management Maps and Ordinances**: Planning personnel are working closely with FEMA and the DDOE Technical Services Branch to finalize adoption of the digital Flood Insurance Rate Maps (FIRMs) and Flood Hazard Regulations. Also, HSEMA and DDOE are partnering with the Office of Planning (OP) and the National Capital Planning Commission (NCPC), DDOT, and DC Water to address the levee construction and interior drainage impacts on the Federal Core, residents who live in the southwest quadrant, and businesses in the southwest corridor. All agencies are fully participating in outreach events to apprise the community of project developments and steps to mitigate future flood damage.

- **Ingestion Pathway Plan:** HSEMA worked with Calvert Cliffs Nuclear Power Plant (CCNPP) and several District of Columbia agencies, including DOH, DDOE, and FEMS to develop an Ingestion Pathway Plan in the event that an incident occurs at CCNPP, which is located less than 50 miles from the District of Columbia. The ingestion pathway zone consists of the 50 mile area around the nuclear power plant. Radioactive material may be deposited on crops and grasses. In turn, the radioactive material may contaminate animal or human food. The recently developed Ingestion Pathway Plan included some areas for corrective actions. Those areas were addressed, leading to a successful CALVEX exercise in October 2009.

- **Concept of Operations Plans (CONOPS):** HSEMA has developed CONOPS for the following events taking place in the District of Columbia:
    - International Monetary Fund/World Bank Spring 2009 meeting.
    - National Marathon in March 2009.
    - Fourth of July celebration on July 4, 2009.
    - H1N1 regional response.
    - January 2010 State of the Union Address.

The CONOPS process highlighted the primary and supporting District of Columbia agencies for each of these events and outlined the roles and responsibilities associated with the respective agencies. Each CONOPS also described how District of Columbia agencies would coordinate and work together to

provide situational awareness and a common operating picture to prevent and respond to incidents that may occur.

- **Department of Public Works Debris Management Plan:** DPW's Debris Management Plan ensures that the city can effectively respond to a debris event. The Debris Management Plan includes procedures to ensure the health and safety of employees designated to work debris operations. The planning team has worked with representatives from FEMA Region III to ensure the plan meets criteria to set forth by FEMA.

Prioritized Future Initiatives

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

During the remainder of the 2010 fiscal year, HSEMA will continue to work to meet its performance objectives and fulfill the mandates of the Homeland Security Act of 2006. HSEMA will continue to work with entities, which are providing essential services, to edit and revise their continuity of operations plans.

Furthermore, the Fiscal Year 2011 budget demonstrates the continued commitment to safer neighborhoods throughout the city. These future initiatives, which will significantly improve the District of Columbia's homeland security and public safety, increase inter-agency coordination, and in some instances, eliminate wasteful spending. The agency's local budget coupled with federal grant funding will enable HSEMA to support and coordinate homeland security and emergency management efforts, ensuring that the District of Columbia's all-hazards emergency operations are prepared to protect against, plan for, respond to, and recover from natural and man-made hazards.

Training

Training and exercises are essential components of the District of Columbia's comprehensive approach to preparedness for homeland security and emergency management. Training activities bolster the homeland security capabilities of the District of Columbia government as well as its partners in the NCR, the private sector, and the community. Exercises provide opportunities for applied training as well as practical evaluation of the capabilities of the District of Columbia government and its partners. When integrated effectively into a comprehensive cycle of preparedness efforts, training and exercises provide the essential reinforcement and feedback for the District of Columbia's efforts to build effective homeland security capabilities to prevent, protect against, respond to, and/or recover from all hazards. Thus, in the spring and summer of 2009 HSEMA's Training and Exercise Division undertook the creation of a comprehensive Training and Exercise Strategy, Strategic Plan, and Schedule.

The following is a list of HSEMA's training records from February 1, 2009 to January 31, 2010:

Course Name w/ Description	Courses	Participants
ICS 100/700: This is a 3-hour classroom-based course designed to introduce the ICS and provide the foundation for higher level ICS training. This course describes the history, features, principals, and organizational structure of the ICS. It also explains the relationship between ICS and the National Incident Management System (NIMS).	2	24
IS 100: This is an online course designed to introduce the ICS and provide the foundation for higher level ICS training.	Online	2414
IS 700: This is an online course designed to explain the relationship between ICS and NIMS.	Online	895
IS 800 National Response Framework: This is an online course designed to introduce participants to the concepts and principles of the National Response Framework.	Online	611
ICS 300: This is a 24-hour classroom-based course designed to provide a multi-discipline or multi-jurisdiction course intended for front-line personnel with supervisory responsibilities, such as the incident commander or planning section chief. As an all-hazards ICS course, the three-day curriculum consists of several modules that include instruction in general principles associated with incident command, along with various tabletop exercises that allow students to put this knowledge to practical use.	6	134
ICS 400: This is a 16-hour classroom-based course designed to provide training on resources for personnel who require advanced application of the ICS. The course discusses how major accidents engender special management challenges. The target audience for this course is senior personnel who are expected to perform in a management capacity in an Area Command.	6	120
Emergency Liaison Officer (ELO): This course is designed to provide ELOs with an overview of the District Response Plan. It identifies the roles and responsibilities of ELOs during a public emergency, discusses ESFs, and references the duties ELOs perform as part of those functions.	10	105
Web EOC: This is a 4-hour web-based communication system course designed to provide participants with the capability to understand the different login options available in WebEOC, login to WebEOC, understand the Control Panel functions and indicator lights, display and add information to Status Boards and use WebEOC plug-ins.	4	30

Course Name w/ Description	Courses	Participants
Emergency Preparedness Training: This course is designed to provide an overview of emergency / disaster preparedness to participants by walking them through local emergency plans, how to identify hazards that affect their local area, and how to develop and maintain an emergency communications plan and disaster supplies kit in addition to evacuation, emergency public shelters, animals in disaster, and information specific to people with disabilities.	11	103
Protective Measures Course: This is a two-day WMD training course designed to provide seminars in the terrorist threat and indicators of terrorist activity, targets of terrorist activity and tactics used by terrorists, prevention and deterrence techniques, CBRNE hazards, protective measures, appropriate response actions, and ICS.	1	19
Urban Watershed Best Management Practices Course: This 1-day course is tailored to provide an overview of the basic laws, water quality issues and best management practices (BMPs) for mitigating the impacts of storm water. Also, it includes details on vegetative systems, such as grassed conveyances and wetlands, since they perform well as BMPs in the urban environment.	1	19
GIS Overview Course: This 1-day course provides an overview of the fundamentals of GIS. Also, it reviews the array of GIS resources and services available through OCTO.	1	10
DRP: This is a 6-hour classroom based course that introduces the DRP to District of Columbia emergency responders. This review of the recently revised DRP, includes the concept of operations upon which the plan is built, the roles and responsibilities of the key players, and the organizational structures used to manage response resources. The course will also describe how the District of Columbia can receive assistance from neighboring jurisdictions and the federal government if assistance is needed to address a major disaster.	14	157
COOP: This is a 16-hour classroom-based course designed to define the COOP, explaining the benefits of a viable COOP program and plan, identify processes, resources, and tasks necessary to implement and manage a successful COOP. The course provides guidance for staff responsible for facilitating preparation of, site- or activity-specific plans and procedures that help ensure the safety of personnel at organizational elements to continue essential operations in the event of an emergency or threat of an emergency.	1	20
Language Access / Customer Service: This is a 3-hour classroom-based course designed to provide participants with awareness level knowledge about the DC Language Access Act of 2004, which was developed to provide greater access and participation in public services, programs, and activities for constituents of the District of Columbia with limited- or no-English proficiency (LEP/NEP).	2	57
Employment Equal Opportunities/Diversity: This is a 3-hour classroom-based course designed to familiarize participants with the concepts of equal employment opportunities. The course provides clear definitions and examples of employment discrimination, along with guidelines for avoiding and dealing with discrimination in the workplace. Participants also learn about laws and legislation governing employment discrimination, as well as the consequences for those who violate the law.	2	50
TOTAL:	**49**	**4665**

The following is a list of other types of training related to homeland security that are offered throughout the District of Columbia:

Course Name w/ Description
Homeland Security Exercise and Evaluation Program (HSEEP) Training: The HSEEP Training Course is a newly developed, intermediate-level training course that incorporates exercise guidance and best practices from the HSEEP Volumes I-V. Throughout the course, participants will learn about topics including exercise program management, design and development, conduct, evaluation, and improvement planning. The HSEEP Training Course is an interactive course that allows participants to share personal lessons learned while gaining practical experience.
Incident Management/Unified Command Management Level Training Program: The District of Columbia provides a training course for effective management-level response to mass casualty, WMD or terrorist incidents. The training course addresses special challenges faced by senior-level incident managers in dealing with a WMD or terrorist incident. The course brings together the emergency management personnel who would be required to prevent, manage, or react to the crisis arising from the consequences of a WMD or terrorist incident in the District of Columbia. During the course, these individuals work together in multi-discipline teams to apply the information presented in a variety of hands-on small-group activities as well as realistic, multi-media scenarios.
WMD Operation Training: The District of Columbia provided WMD Operation training for over 1,300 first responders. The WMD Operation training program trained fire and emergency medical service first responders with specialized training in the offensive and defensive actions necessary to be taken in the event of a WMD attack.
DC Water Training: The District of Columbia has also provided training for DC Water security employees and contracted security guards. All DC WAter security personnel are now trained on proper emergency response procedures, which ensure coordination with other District of Columbia response agencies during an event in or near a DC Water facility.
Department of Public Works (DPW) WMD and Terrorism Response Training: DPW holds WMD and terrorism response training courses for their employees. This training helps DPW employees respond appropriately in the case of terrorist attack. This training program brings together the emergency management personnel who would be required to prevent, manage, or react to the crisis arising from the consequences of a WMD or terrorist incident in the District of Columbia. This course provides an opportunity for public works employees to acquire the knowledge, skills, and attitudes necessary to help them protect public safety and infrastructure from the threat of a WMD/terrorism incident.
Interagency Threat Assessment and Coordination Group: The District of Columbia will have one MPD officer who will receive training as part of the Interagency Threat Assessment and Coordination Group (ITACG). The training is part of a one-year fellowship. As a part of the ITACG, the officer will coordinate the production and timely issuance of interagency products intended for distribution to state and local officials, as well as the private sector. This officer is one of only four members selected from throughout the country.
Incident Response to Terrorist Bombings Training: The Incident Response to Terrorist Bombings Awareness Level Course is a training program implemented by New Mexico Tech and supported through the U.S. Department of Justice (DOJ), Office of Justice Programs. It is designed to provide awareness level training for firefighters, law enforcement personnel, emergency medical personnel, and other first responders who have responsibility for providing support during the WMD incidents, particularly those situations involving explosive or incendiary materials. The primary purpose of the Incident Response to Terrorist Bombings course is to provide participants with the knowledge necessary to respond effectively to incidents of terrorism that may involve energetic materials (which include explosives) and other WMD. The course is designed to instill in participants a respect for the destructive potential of explosive materials that could be used by terrorists in a WMD incident.
Suspicious Activity Reporting Training: The District of Columbia's Washington Regional Threat & Analysis Center provides a cross section of government employees as well as private sector representatives from the tourism and utilities industries training to identify and properly report suspicious terrorist related activity for analysis by local and regional law enforcement agencies. This training has been offered on a quarterly basis and has been very well attended.
Chemical Biological Radiological Nuclear and Explosives (CBRNE) Detection and Response Training: The District of Columbia provides thousands of the city's first responders with a robust CBRNE detection and response training program.

Course Name w/ Description
HazMat Classroom Training: DOH frequently conducts classroom training on topics such as HazMat response, forensic epidemiology, NIMS, and ICS. DOH has also sent staff members to training programs provided by DHS, Department of Health and Human Services, and the CDC. Furthermore, DOH hosts an on-line learning management system which includes educational content on clinical emergency medical service issues, CBRNE response, communications, and other emergency response topics. This system has been made available to FEMS and members of the District of Columbia's Medical Reserve Corps.
Community Based Sheltering-In-Place and Evacuation Training: The District of Columbia Citizen Corps (under the umbrella of ServeDC), in partnership with DDOT and FEMS, provides community-based training in protocols for sheltering-in-place and evacuation. This training will help to disseminate accurate information to families and communities about the appropriate protocols or protective measures. Additionally, trained emergency response volunteers will be able to assist first- and secondary-responders in evacuating District of Columbia residents should the need arise.
Community Emergency Response Team Training: ServeDC has provided Community Emergency Response Team (CERT) training to community groups as well as local and federal government agencies, and has increased the number of CERT volunteers to over 3,219. The District of Columbia also has provided specialized training for the disabled community. Currently, the District of Columbia is working to modify its curriculum more specifically to address pets, physically and mentally disabled citizens, and individuals with limited English proficiency.
Neighborhood Corps Academy Training: ServeDC developed the Neighborhood Corps Academy. The Neighborhood Corps Initiative is a neighborhood/community-based training program designed to organize, mobilize, and train residents to respond as a neighborhood/community in the event of a local emergency or disaster. These sessions are customizable and designed to meet neighborhood-specific needs. The Neighborhood Corps Academy is a series of five classes designed to provide advanced emergency response volunteer management and training.
Emergency Response Volunteer Training: The District of Columbia is currently prepared to engage trained emergency response and spontaneous volunteers in the event of an emergency. Volunteers and Donations Management is a recognized as ESF #16 and is managed by ServeDC. A full volunteer engagement protocol is an established part of the DRP. The Plan is currently being reviewed and updated. The final planning document will not only have the standard operating procedures for managing and communicating with volunteers, but also an annex that addresses Donations Management to include the possibility of incorporating the AidMatrix system.

Exercises

In order to ensure the efficacy of its planning and training efforts, HSEMA has conducted a number of exercises and after-action conferences during the 2009 calendar year. HSEMA led or participated in all of these exercises, some of which were hosted by other District of Columbia agencies and local or federal partners.

District of Columbia After Action Conference - 56th Presidential Inauguration	**March 11, 2009**
HSEMA conducted an after action conference to review and validate the draft AAR for the 56th Presidential Inauguration and develop an accompanying Improvement Plan (IP). The conference included a presentation of the draft AAR and general discussion followed by working sessions to develop corrective actions for the IP, document strengths, and record areas for improvement related to the District of Columbia's role in planning and executing the 56th Presidential Inauguration. The purpose of the After Action Report is to document plans, identify strengths and lessons learned during the planning and operational phases, and provide recommendations and corrective actions to improve planning for future special events. Participants included all stakeholder agencies involved in the District of Columbia's planning efforts for the 56th Presidential Inaugural.	
National Capital Region Incident Management Team (IMT) Exercise	**April 20-22, 2009**
The National Capital Region's IMT is comprised of fire, emergency medical system, law enforcement, and emergency management personnel from 11 jurisdictions in the Washington metropolitan area. The team's role is to support a local jurisdiction and/or agency in managing large or complex emergency incidents or events.	

The exercise simulated response activities in real time involving round the clock operations over a three day period. The IMT exercised the use of ICS protocols. District of Columbia of Columbia representation in the exercise included participants from HSEMA Operations division, HSEMA Training and Exercise division, FEMS, and DOH.	
Summer Heat	**June 26, 2009**
The DC EHC Operation Summer Heat Full-Scale Exercise (FSE) established a learning environment for players to exercise their plans and procedures for responding to an explosive incident resulting in large numbers of injuries. As part of the exercise volunteer participants simulated victims and were moulaged (make-up), triaged, and transported to various hospitals. Participants included DC hospitals, HSEMA, FEMS, DOH, MPD, American Red Cross, CERT, Medical Reserve Corps, and other private sector healthcare organizations.	
Terrorism Seminar	**July 9, 2009**
The seminar educated District of Columbia and partner agencies on their respective emergency response roles and responsibilities. The seminar familiarized Command and Control FSE participants with the complexity of a multiple attack scenario. Participants included DOH, DDHS, DPW, DDOE, DDOT, EOM/Serve DC, FEMS, MPD, OCP, OCTO, OUC, DC EHC, and several federal and nongovernmental departments and agencies.	
Prevention Tabletop Exercise	**September 9, 2009**
This initial tabletop exercise (TTX) was presented through the DHS Terrorism Prevention Exercise Program (TPEP) to assist in design, conduct, and evaluation of the Command and Control Full Scale Exercise (FSE). The TTX is focused on prevention and the ability of participating agencies to gather, analyze, and disseminate intelligence information. The TTX was conducted as a training event to prepare agencies for participation in the FSE. Participants included DOH, DDHS, DPW, DDOE, DDOT, EOM/Serve DC, FEMS, MPD, OCP, OCTO, OUC, DC EHC, and several federal and nongovernmental departments and agencies.	
Incident Command System TTX	**September 15, 2009**
A second TTX designed to provide participating agencies with an opportunity to consider the issues associated with the response to multiple, near-simultaneous incidents, and explore the application of ICS and unified command concepts utilizing the Command and Control Full FSE scenario. Participating departments and agencies included DOH, DDHS, DPW, DDOE, DDOT, EOM/Serve DC, FEMS, MPD, OCP, OCTO, OUC, DC EHC, and several federal and nongovernmental departments and agencies.	
Command and Control Exercise	**September 26-27, 2009**
The District of Columbia's Command and Control FSE examined the District of Columbia's roles, responsibilities, authorities, and capabilities in the prevention of, response to, and recovery from three simultaneous active shooter events that occur in the District of Columbia. Participants included DOH, DDHS, DPW, DDOE, DDOT, EOM/Serve DC, FEMS, MPD, OCP, OCTO, OUC, DC Emergency Health Care Coalition, and several federal and nongovernmental departments and agencies.	
Calvert Cliffs Exercise (CALVEX)	**October 19, 2009**
On October 19, 20, 21, and 22, 2009, a full-scale plume and ingestion exercise was conducted in the 10-mile plume exposure pathway and 50-mile ingestion exposure pathway emergency planning zones (EPZs) around the CCNPP and evaluated by FEMA Region III. The purpose of the exercise was to assess the capabilities of State and local emergency preparedness organizations in implementing their radiological emergency response plans and procedures to protect the public health and safety during a radiological emergency involving CCNPP. HSEMA stood up its EOC with ELOs representing the District of Columbia's ESFs.	
National Capital Region Senior Leaders Seminar	**November 2, 2009**
The NCR EPC conducted the 2009 Senior Leaders Seminar to identify gaps in the RECP. More than 73 NCR agencies and organizations and 114 representative/players participated in the seminar including senior leadership and operational stakeholders from the District of Columbia.	

Outreach

HSEMA maintains a strong outreach program to educate and equip its residents. The District of Columbia created ward-(neighborhood-) specific evacuation and sheltering profiles. In the coming year, public outreach and education will be conducted in each ward to educate the residents on the specifics of their evacuation and sheltering profile. Throughout the 2009 Calendar year, HSEMA led or participated in over 120 outreach opportunities. Below, a sampling of those events and ongoing outreach programs is listed.

DC Human Resources, New Hires Orientation **Bi-Weekly**

An HSEMA representative conducts a presentation on individual and family preparedness as a part of the training series, 'The Role of Public Employees in Reducing Risk and Enhancing Resilience' every other week at the District of Columbia Human Resources (DCHR) new employee orientation. Handouts of the presentation and copies of the training booklet: 'Threat, Vulnerability, Consequence, and Risk' are provided to every new District of Columbia hire.

Advisory Neighborhood Commissioners (ANCs) **September, 2009**

As part of the District of Columbia's program for National Preparedness Month, HSEMA offered course instruction on the DRP for 10 ANCs. This DRP training was designed to give ANC Commissioners a comprehensive view of how the District of Columbia responds in an emergency and how it intends to protect its citizens.

Community Outreach: All Faith Consortium Qi Life Center **December, 2009**

An HSEMA representative in conjunction with ServeDC visited this center in Southeast Washington to review an emergency plan for the organization which is staffed 24 hours a day and provides transitional services to Veterans. In addition, this community organization was provided with brochures such as the *DC Ready Guides* and *Capitalert* fliers, as well as a copy of the book, It's A Disaster. The Life Center will also be given emergency preparedness training for staff and residents. This event is a good example of outreach to community organization - ranging from Condo Associations to colleges and churches - that takes place on a daily basis within HSEMA's Community Outreach program.

Youth and Parent Outreach: Mathews Memorial Child Development Center Staff Development Training **August, 2009**

Emergency preparedness training was delivered to childcare professionals and focused on reviewing and updating to the Child Development Center's Contingency Plan; the District of Columbia Emergency Preparedness Information Center (72hours.dc.gov) and the city's emergency response plan and citizen notification and emergency alerts that are available to individuals and organizations. The outreach program has a strong focus on providing youth tools to prepare for emergencies and has distributed two publications geared toward children, including the *Commander Ready* series. Often events focus on steps young people can take to help prepare their families such as developing the family communications plan, making emergency kits, and obtaining Cardiopulmonary Resuscitation (CPR) training.

Senior Outreach: MPD 7th District of Columbia Senior Outreach Event at Frederick Douglas Apartments **July, 2009**

Throughout the year HSEMA representatives take part in community events – such as this MPD outreach day - to raise awareness of emergency preparedness, to provide citizens disaster preparedness kits, to distribute information, and to aide them in the first 72 hours of a disaster. On occasion, HSEMA outreach staff have visited senior citizens with limited mobility in their homes to provide emergency go-kits, demonstrate the contents of the kit, and provided emergency preparedness brochures such as the DC Ready guide and the DDHS brochure for seniors and people with special needs.

Community Tabletop Exercise Series **Spring 2009**

HSEMA designed and implemented a series of tabletop exercises that were open to community members in each of the eight wards. The series was designed to improve the preparedness of District of Columbia residents and neighborhoods to sustain themselves for at least 72 hours following a major emergency. This series also included

seminars and exercises for homeowners and businesses in DC to prepare and discuss emergency plans while walking through a weather related scenario. The series increased the visibility of HSEMA in the community. A vast majority of participants said they gained a better understanding of how to protect themselves and their families if disaster were to strike.

Mutual Aid

In the event that District of Columbia resources and capabilities are exceeded, the District of Columbia may call upon neighboring jurisdictions to provide mutual aid in accordance with the Emergency Management Assistance Compact. The District of Columbia, along with the State of Maryland, the Commonwealth of Virginia, Frederick County, Montgomery County, Prince George's County, Arlington County, Fairfax County, Loudon County, Prince William County, City of Alexandria, City of Fairfax, City of Falls Church, City of Gaithersburg, City of Manassas, City of Manassas Park, and City of Frederick, is a signatory to the Emergency Management Mutual Aid Operational Plan. The District of Columbia has been working closely with the West Virginia Division of Homeland Security and Emergency Management Agency (WVDHSEMA) on the Regional Catastrophic Planning Grant Program. West Virginia is a close neighbor of the region, and the District of Columbia will look to expand information-sharing capabilities with the state. Additionally, resources may be requested through mutual aid agreements with local military installations, private sector partners, and federal agencies including the United States Park Police, FBI, USSS, and the United States Capitol Police.

The District of Columbia may also call upon the federal government to provide supplemental financial or physical resources necessary to deal with the overall impact of a public emergency. The District of Columbia, its private sector partners, and the federal government are capable of deploying resources through a robust emergency response system. The result is interaction to support personnel in their utilization of specialized equipment, operating facilities, and assistance programs. In this way, capability assessments and resource management are ubiquitous when requesting, or providing, mutual aid.

Conclusion

Moving forward, HSEMA will fortify the District of Columbia's capabilities, coordinate with local partners, improve communication, and increase information-sharing citywide. HSEMA will lead the two-pronged process of developing priorities for homeland security capabilities in the District of Columbia and assessing current levels of readiness in each of those capability areas. To this end, HSEMA must work with its partners to identify the appropriate mix of capabilities to meet the priorities identified in the annual risk assessment, develop appropriate metrics/measures of effectiveness, and apply them to each of the capabilities in order to assess gaps between needs and current levels. As the developer of the District of Columbia's grant requests to the federal government, HSEMA must work with its partners to translate preparedness priorities into coherent program plans and resulting requests for budgetary support and/or grant applications. Preparedness encompasses those efforts to improve our capacity to perform each of these functions. HSEMA met its goal to become one of the nation's premier providers of homeland security and emergency management preparedness for the District of Columbia's local community, voluntary organizations, and the private sector. In the upcoming year, HSEMA will continue to progress and provide leadership on innovative projects and outstanding emergency response.

Appendix A: Capability Preparedness Measures

The following are TCL preparedness measures used by HSEMA to assess the District of Columbia's progress in planning for the specific capabilities tied to the agency's seven strategic priorities.
* indicates that a metric has changed from "In Progress" to "Yes" during the time period February 1, 2009 through January 31, 2010.

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

All personnel including non-traditional stakeholders have been trained to operate communications systems according to their incident role.	**Yes***
Interoperability systems are used in pertinent everyday activities and emergency incidents to ensure familiarity with system and cooperation.	**Yes**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

VI. WMD/CBRNE Detection & Response: CBRNE Detection	
Technological shortfalls in detection for each CBRNE agent have been identified.	**Yes**
A research and development program to address the detection technological shortfalls for each CBRNE agent is in place.	**Yes**
A program for the timely development of standards for emerging technology is in place.	**Yes**
A process to identify, acquire, and integrate appropriate technology in operational environments is in place.	**Yes**
Technical support for each CBRNE agent is available (on-site or through "reach back").	**Yes**
A standard list of threats of concern for each CBRNE agent is in place.	**Yes**
Appropriate levels of detection sensitivity for each CBRNE agent have been selected for the identified threats of concern.	**Yes***
Detection sensitivity thresholds for each CBRNE agent comply with appropriate international, national, State, and local standards.	**Yes**

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

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

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

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

Appendix B: Future Initiatives

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

	Projected Completion Date:
Bio-Packs Deployment	
DOH will work with MPD and FEMS to deploy Bio-Packs to their facilities in the District of Columbia during Fiscal Year 2011.	**August 9, 2011**
Critical Infrastructure Protection Regional Coordination	
HSEMA will coordinate and conduct the site assessments with critical infrastructure stakeholders identified through the risk assessment. The District of Columbia will strengthen working relationships with private sector critical infrastructure stakeholders and work with CIWG and various District of Columbia agencies to identify vulnerability reduction strategies for critical infrastructure assets.	**Ongoing**
Communication Equipment Enhancements	
The District of Columbia intends to redesign the radio systems' use of spectrum (fleet mapping) and reprogram all 9,400 existing radios to give agencies direct access to one another. The District of Columbia also plans to install 600 police Mobile Data Terminals (MDTs), and outfit 200 Fire and EMS Department vehicles with MDTs. The District of Columbia also plans to enhance its EOC Communications through the purchase of additional software licenses needed to operate several data and voice communication systems, including web-based emergency management software (WebEOC), public alert systems, mass-text-messaging systems, and GIS mapping systems.	**Ongoing**
IED/CBRNE Equipment Purchases	
The District of Columbia will replace an existing, irreparable foam truck. FEMS will replace 2,100 CBRNE PPE masks to meet the standards mandated by the NFPA. The District of Columbia will acquire an IED mobile detection vehicle to detect IEDs across the city. Additionally, the District will seek to acquire the latest technology available to enhance the city's capability to detect IEDs and other explosive devices.	**Close of Fiscal Year 2011** A purchase order has been issued for the Foam Unit.
Innovative Training Initiatives	
HSEMA's Training and Exercise Division is becoming a regional leader in homeland security, emergency response and ICS training. The District of Columbia will be the first locality in the NCR to offer FEMA sponsored certificates for all ICS training it provides and is the first to provide teachers in the public schools ICS training.	**September 30, 2010**

The District of Columbia's ELO training has been redesigned to be more relevant to ELO's integration within the EOC. Furthermore, ESF training will debut in 2010 for all the District of Columbia's 16 ESF lead and support agencies. Finally, HSEMA is cooperating more closely with its partners at the MPD training facility to ensure that all District of Columbia police officers remain well trained to confront emergency situations.	
Medical Supplies Enhancements	
The District of Columbia has purchased or will purchase prophylaxis to quickly treat those exposed/potentially exposed to a biological, radiological, or chemical agent. Also, personal protective equipment such as N-95s, surgical masks, gloves, and gowns were purchased for first responders, hospitals, clinics, and long term care facilities.	**September 30, 2010**
Evacuation Plans	
The District of Columbia is refining its evacuation processes to address new catastrophic scenarios.	**August 31, 2011**
Medical Surge Coordination	
To measure effectively current medical surge capacity, identify gaps, and determine how to address these gaps, the District of Columbia conducted an assessment that utilizes current federal standards. Then, the District of Columbia will conduct an analysis of it health and medical surge capability. Furthermore, the District of Columbia is developing a medical surge plan and is coordinating with Virginia and Maryland to develop a National Capital Region (NCR) medical surge strategy.	**August 9, 2011**
Metropolitan Medical Response System	
The District of Columbia established its Metropolitan Medical Response System (MMRS), which enhances local emergency response systems by supporting the integration of emergency management, health, and medical systems into a coordinated response to mass casualty incidents. MMRS will utilize an all-hazards approach to address chemical, biological, radiological, nuclear and explosive (CBRNE), intentional, accidental , or naturally occurring incidents. The area of focus is 24-72 hours of the response prior to the arrival of federal resources.	**Ongoing**
Strategic National Stockpile and Cities Readiness Initiative	
The District of Columbia SNS and Cities Readiness Initiative programs will continue to take the existing mass prophylaxis operations plans and develop real-world operational capacity through development of institutional Points of Dispensing in order to enhance the ability to rapidly provide prophylaxis for the residents, wokers, and visitors to the District of Columbia.	**Ongoing**
Radiation Detection Website	
The District of Columbia and FEMS are working with regional fire and police partners to develop a radiation detection website designed to provide real-time warning,	**June 30, 2011** Project is underway with over 35 regional

and isotope identification coupled with GIS mapping. This tool will be invaluable in prevention of and response to radiation emergencies.	partners, Lawrence Livermore National Laboratory, and Defense Nuclear Detection Office to develop a concept of operations that will support the network.
Wireless Data and Mobile Data Sharing	
The District of Columbia will continue to implement advanced interoperable communications capabilities including increased access to wireless data and advanced mobile data sharing. The District of Columbia will lead the effort to complete the regional data sharing initiatives that have been developed over the past 3 years.	**Ongoing**

Appendix C: 2009 All Grants Summary

2009 All Grants Summary			
	Grant Name	**D.C. or NCR?**	**2009**
Homeland Security Grant Program (HSGP)	NCR Urban Area Security Initiative (UASI)	NCR	$ 58,006,500
	State Homeland Security Program (SHSP)	D.C.	$ 10,410,000
	Citizen Corps Program (CCP)	D.C.	$ 126,103
	UASI - NonProfit Security Grant	NCR	$ 572,409
	HSGP sub-total		*$ 69,115,012*
Infrastructure Protection Program (IPP)	Buffer Zone Protection Program (BZPP)	D.C.	$ 600,000
	IPP sub-total		*$ 600,000*
Other Grants	Emergency Management Performance Grant (EMPG)	D.C.	$ 2,647,977
	Interoperable Emergency Communications Grant Program (IECGP)	D.C.	$ 583,306
	Regional Catastrophic Preparedness Grant Program (RCPGP)	NCR	$ 3,617,000
	Other Grants sub-total		*$ 6,848,283*
Totals	*SUBTOTAL: D.C.*		*$ 14,367,386*
	SUBTOTAL: NCR		*$ 62,195,909*
	TOTALS		**$ 76,563,295**

Appendix D: List of Acronyms

AAR	After-action report
ACAMS	Automated Critical Asset Management System
ANC	Advisory Neighborhood Commissioner
BMP	Best Management Practices
BZPP	Buffer Zone Protection Program
CAD-to-CAD	Computer Aided Dispatch to Computer Aided Dispatch
CALVEX	Calvert Cliffs Exercise
CBRNE	Chemical, biological, radiological, nuclear, and explosives
CCNPP	Calvert Cliffs Nuclear Power Plant
CCTV	Closed circuit television
CDC	Centers for Disease Control and Prevention
CERC	Crisis and emergency risk communications
CERT	Community Emergency Response Team
CICC	Criminal Intelligence Coordinating Council
CI/KR	Critical infrastructure and key resources
CIP	Critical Infrastructure Protection
CIP RPWG	Critical Infrastructure Protection Regional Programmatic Working Group
CIPWG	Critical Infrastructure Protection Working Group
CMT	Consequence Management Team
COG	Continuity of Government
CONOPS	Concept of Operations
COOP	Continuity of Operations Plan
CPR	Cardiopulmonary Resuscitation
CPG 101	Comprehensive Planning Guide 101
CRI	Cities Readiness Initiatives
DC	District of Columbia of Columbia
DC-VOAD	District of Columbia of Columbia Voluntary Organizations Active in Disasters
DDHS	District Department of Human Services
DCGIS	District of Columbia of Columbia Geographic Information System
DC EHC	District of Columbia of Columbia Emergency Healthcare Coalition
DCHA	District of Columbia of Columbia Hospital Association
DCHR	District of Columbia of Columbia Human Resources
DCPIC	District of Columbia of Columbia Presidential Inaugural Committee
DCPS	District of Columbia of Columbia Public Schools
DDOE	District of Columbia Department of Environment
DDOT	District of Columbia Department of Transportation
DEA	Drug Enforcement Agency
DEH	Data Exchange Hub
DHS	Department of Homeland Security

DMAT	Disaster Medical Assistance Teams
DNDO	Domestic Nuclear Detection Office
DOE	Department of Energy
DOH	District of Columbia Department of Health
DOJ	Department of Justice
DPR	Department of Parks and Recreation
DPW	District of Columbia Department of Public Works
DRP	District of Columbia Response Plan
DTRA	Defense Threat Reduction Agency
EAS	Emergency Alert System
ELO	Emergency Liaison Officer
EMA	Emergency Management Agency
EMAC	Emergency Management Agency Compact
EMAP	Emergency Management Accreditation Program
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operations Plan
EPC	Emergency Preparedness Council
EPZ	Emergency Planning Zone
ESAR-VHP	Emergency System for Advanced Registration of Volunteer Healthcare Personnel
ESF	Emergency Support Function
ETA	Emergency Transportation Annex
FEMA	Federal Emergency Management Agency
FEMS	Fire and Emergency Medical Services
FBI	Federal Bureau of Investigations
FDA	Food & Drug Administration
FSE	Full Scale Exercise
FCT	Fusion Capability Tool
GIS	Geographic Information System
HazMat	Hazardous Materials
HDS	Hazardous Devices School
HIDTA	High Intensity Drug Trafficking Area
HSAC	Homeland Security Advisory Council
HSEMA	Homeland Security and Emergency Management Agency
ICS	Incident Command System
IED	Improvised explosive device
IMP	Incident Management Team
IP	Improvement Plan
ITACG	Interagency Threat Assessment and Coordination Group
JIC	Joint Information Center
JIS	Joint Information System

LEO	Law Enforcement Online
LEP/NEP	limited- or no-English proficiency
MCAC	Maryland Coordination and Analysis Center
MDT	Mobile Data Terminals
MMRS	Metropolitan Medical Response System
MOU	Memorandum of understanding
MNS	Mass Notification System
MPD	Metropolitan Police Department
MRC	Medical Reserve Corps
NCPC	National Capital Planning Commission
NCR	National Capital Region
NCRIC	National Capital Region Information Center
NCR-LInX	National Capital Region Law Enforcement Information Exchange
NDMS	National Disaster Medical System
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NPR	Nationwide Plan Review
NRF	National Response Framework
NSSE	National Special Security Event
OCP	Office of Contracts and Procurement
OCTO	Office of Chief Technology Officer
ONCRC	Office of National Capital Region Coordination
OP	Office of Planning
OUC	Office of Unified Communications
PHIN	Public Health Information Network
PIC	Presidential Inaugural Committee
POD	Points of Distribution
PPE	Personal protective equipment
R-911	Reverse 911
RCIEP	Radio-controlled improvised explosive device
RECP	Regional Emergency Coordination Plan
R-ESF	Regional – Emergency Support Function
RICCS	Regional Incident Communication and Coordination System
RPWG	Regional Program Working Group
RSAN	Roam Secure Alert Network
SAA	State Administrative Agent
SAFECOM	Wireless Public SAFEty Interoperable COMmunications program
SAR	Suspicious Activity Reporting
SCIP	Statewide Communications Interoperability Plan
SNS	Strategic National Stockpile
SOP	Standard operating procedures

TCL	Target Capabilities List
TICP	Tactical Interoperable Communications
TIPP	Terrorist Incident Prevention Program
TPEP	Terrorism Prevention Exercise Program
TTX	Tabletop Exercise
UCC	Unified Communications Center
USSS	United States Secret Service
VBIED	Vehicle borne improvised explosive device
VFC	Virginia Fusion Center
VIPS	Video Interoperability for Public Safety
VOAD	Voluntary Organizations Active in Disasters
WADSS	Washington Area Disease Surveillance System
WAWAS	Washington Area Metropolitan Warning System
WMD	Weapons of mass destruction
WRTAC	Washington Regional Threat and Analysis Center
WVDHSEM	West Virginia Division of Homeland Security and Emergency Management Agency