

District Preparedness Framework

September 2014



**District of Columbia
Preparedness Framework**

Publication 2

Prepared By:

Homeland Security and Emergency Management Agency
2720 Martin Luther King Jr. Ave., SE
Washington, DC 20032

September 2014

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ADMINISTRATIVE AND HANDLING INSTRUCTIONS

The *District Preparedness Framework* is a public document and approved for appropriate distribution in its original form. No changes should be made to the content of the *District Preparedness Framework* without approval by the District of Columbia Homeland Security and Emergency Management Agency.

The District of Columbia uses a letter-number convention to catalog all of the preparedness plans, policies, and procedures. Within this convention, the District preparedness strategy documents are labeled as “Pub” for publications; “P” signifies the document as a base, operational, or tactical plan; “G” signifies the document as a guide; “A” signifies the document as an annex; and, “S” signifies the document as a standard operating procedure. After the label, the documents follow a numbering system. District preparedness strategy documents are numbered sequentially, with annexes or guidance documents related to a specific publication classified with a decimal after the parent document number. Mission area documents are cataloged by the type of document and categorized by the mission area and then by subject area. All 100-level documents are within the prevention/protection mission area, 200-level are within mitigation, 300-level are within response, and 400-level are within recovery. The tens digits group documents by subject area within each mission area. Additional information on the document naming and cataloging system can be found in the *District Preparedness Framework*.

This document was prepared under a grant from FEMA's Grant Programs Directorate, U.S. Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA's Grant Programs Directorate or the U.S. Department of Homeland Security.

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ADOPTION OF THE DISTRICT PREPAREDNESS FRAMEWORK

On September 12, 2014, Mayor Vincent Gray signed Mayor's Order 2014-215 adopting the *District Preparedness Framework*. The Mayor's Order is included in whole on the following pages.

GOVERNMENT OF THE DISTRICT OF COLUMBIA

ADMINISTRATIVE ISSUANCE SYSTEM

Mayor's Order 2014-215
September 12, 2014

SUBJECT: Adoption of the District Preparedness Framework

ORIGINATING AGENCY: Office of the Mayor

By virtue of the authority vested in me as Mayor of the District of Columbia by section 422(2) of the District of Columbia Home Rule Act, approved December 24, 1973, 87 Stat. 790, Pub. L. 93-198, D.C. Official Code § 1-204.22(2) (2012 Repl.), and pursuant to the Disaster Relief Act of 1974, 42 U.S.C. § 5121; the Public Emergency Act of 1980, effective March 5, 1981, D.C. Law 3-149, D.C. Official Code §§ 7-2301, *et seq.* (2012 Repl.) and the Homeland Security, Risk Reduction, and Preparedness Amendment Act of 2006, effective March 14, 2007, D.C. Law 16-262, D.C. Official Code §§ 7-2202, *et seq.* (2012 Repl. and 2014 Supp.), it is hereby **ORDERED** that:

1. **Adoption of the *District Preparedness Framework*:**

All District of Columbia agencies shall adopt the *District Preparedness Framework* ("Framework") prepared by the District of Columbia Homeland Security and Emergency Management Agency ("HSEMA") and incorporate it into each agency's emergency programming and planning.

2. **Background and Purpose:**

- a. The Nation has experienced dramatic changes in the practices of homeland security and emergency management. The greatest advancement has been the systematic, integrated, and energetic approach to preparedness. Preparedness is no longer considered to be only the pre-disaster phase of emergency management. Rather, it is a continuous process incorporated throughout a comprehensive emergency management program.
- b. HSEMA is the lead agency designated to coordinate emergency preparedness efforts in the District of Columbia pursuant to D.C. Official Code §§ 7-2205, 7-2231.03. As such, HSEMA is the entity responsible for preparing a comprehensive homeland security and emergency management program for the District that integrates with the civil defense plans of the federal government and the surrounding jurisdictions comprising the National Capital Region, and coordinates with non-governmental and private sector partners. HSEMA is responsible for developing and maintaining comprehensive emergency management plans

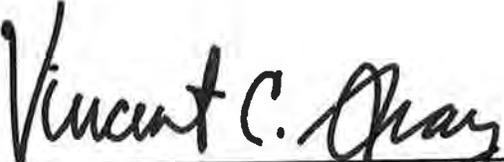
and establishing emergency management training and exercise programs to sustain a cadre of well-trained emergency personnel to implement efficient and effective prevention/protection, mitigation, response, and recovery capabilities before, during, and after disasters.

- c. The Framework is a guide to how the District prepares for all types of disasters and emergencies. It is based upon legal guidance and homeland security and emergency management best practices, and directly aligns the District's preparedness protocols with Presidential Policy Directive 8: National Preparedness (PPD-8), signed by President Obama on March 30, 2011. The Framework describes the overall organizational and operational concepts for District preparedness and provides strategic guidance and guiding principles. It is built to be scalable, flexible, and adaptable.
- d. The Framework is designed to prepare the District by providing strategic direction that will enable all of the District's emergency management and homeland security partners to achieve the collective goals of implementing a coordinated, all hazards approach to planning, organization, training, and exercises. The Framework describes the overall organizational and operational concepts for District preparedness and provides strategic guidance and guiding principles for:
 - 1. Prevention of and protection against human-caused incidents;
 - 2. Building and sustaining scalable, flexible, and adaptable core capabilities; and
 - 3. Building a community that is resilient to the impacts of all hazards and is empowered to rapidly recover from all hazards.

3. Agency Responsibilities:

- a. Each District agency shall:
 - 1. Support the Framework's concepts and guiding principles and integrate them into all preparedness efforts;
 - 2. Conduct operations in accordance with the National Incident Management System (May 2010) and its Incident Command System (adopted pursuant to Mayor's Order 2005-146, dated September 30, 2005), and applicable Presidential Policy Directives, in accordance with applicable District, federal, and regional directives;
 - 3. Develop, maintain, and implement operational and tactical plans, training, and exercises to support the Framework;

4. Maximize the use of existing authorities, organizations, resources, systems, and programs to reduce preparedness costs; and
 5. Integrate planning and operational contingencies for addressing special requirements for vulnerable populations (including those with access and functional needs; the very young and elderly; those from religious, racial, and ethnically diverse backgrounds; and people with limited English proficiency) within all District emergency plans and procedures.
- b. The Mayor's Emergency Preparedness Council, established by Mayor's Order 2002-01, dated January 2, 2002, shall monitor and evaluate each agency's compliance with this Order.
4. This Order supersedes all previous Mayor's Orders to the extent of any inconsistency.
 5. **EFFECTIVE DATE:** This Order shall become effective immediately.



VINCENT C. GRAY
MAYOR

ATTEST: 

CYNTHIA BROCK-SMITH
SECRETARY OF THE DISTRICT OF COLUMBIA

APPROVAL AND IMPLEMENTATION PAGE

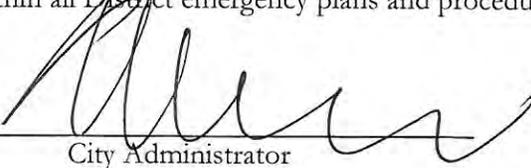
The *District Preparedness Framework* (the Framework) provides a collaborative and systematic approach for the Whole Community—including District of Columbia (the District) departments and agencies; individuals and communities; nongovernmental organizations; the private sector; special districts/authorities, the Federal Government, and regional entities—to reduce risks and improve capabilities in the District in order to prevent and protect against, mitigate, respond to, and recover from all hazards. This Framework will help District officials accomplish the District’s Preparedness Goal.

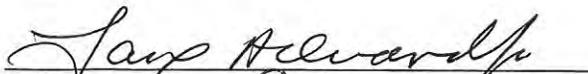
District Preparedness Goal

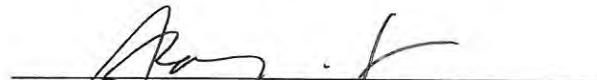
Create a culture of preparedness, informed by a sustainable and effective system, which prepares the District’s Whole Community to prevent and protect against, mitigate, respond to, and recover from all hazards that threaten the District.

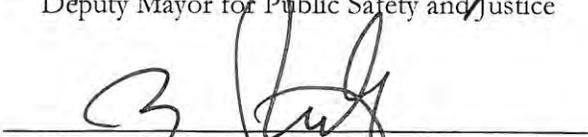
By signing this approval page, the District agrees to:

- (1) Support the Framework’s concepts and guiding principles and integrate them into all of their preparedness efforts
- (2) Conduct operations in accordance with the National Incident Management System, Incident Command System, and applicable Presidential Policy Directives in accordance with applicable District, federal, and regional directives
- (3) Develop, maintain, and implement operational and tactical plans, training, and exercises to support the Framework
- (4) Maximize the use of existing authorities, organizations, resources, systems, and programs to reduce preparedness costs
- (5) Integrate planning and operational contingencies for addressing vulnerable population (including those with access and functional needs; the very young and elderly; those from religious, racial, and ethnically diverse backgrounds; and people with limited English proficiency) requirements within all District emergency plans and procedures.



City Administrator

Deputy Mayor for Public Safety and Justice

Deputy Mayor for Education

Deputy Mayor for Planning and Economic
Development

Deputy Mayor for Health and Human Services

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PREFACE

The District of Columbia Homeland Security and Emergency Management Agency (HSEMA) is the lead agency designated for coordinating emergency preparedness efforts in the District of Columbia, hereafter also referred to as the District. District of Columbia Code § 7-2202.0-2208 establishes HSEMA as the entity responsible for preparing a comprehensive homeland security and emergency management program that integrates with federal, volunteer, non-governmental, and private sector partners, and the surrounding jurisdictions comprising the National Capital Region. HSEMA is responsible for developing and maintaining comprehensive emergency management plans and establishing emergency management training and exercise programs to sustain a cadre of well-trained emergency personnel to implement efficient and effective prevention/protection, mitigation, response, and recovery capabilities before, during, and after disasters.

The *District Preparedness Framework*, hereafter referred to as the Framework, was developed in accordance with the District of Columbia's Homeland Security, Risk Reduction, and Preparedness Act of 2006 and the Public Emergency Act of 1980, DC Law 3-149, which designates the HSEMA Director to act on behalf of the Executive Office of the Mayor in matters related to disaster management. The Framework is a guide to how the District prepares for all types of disasters and emergencies. The Framework sets the doctrine for how the District builds, sustains, and delivers core capabilities in support of the District Preparedness Goal established within the *District Homeland Security and Emergency Management Strategy*. The Framework describes the overall organizational and operational concepts for District preparedness and provides strategic guidance and guiding principles. It is built to be scalable, flexible, and adaptable. This Framework is always in effect and elements can be implemented at any time.

Adoption of this Framework confirms my personal commitment toward our efforts of creating a culture of preparedness, informed by a sustainable and effective system, which prepares the District's Whole Community to prevent and protect against, mitigate, respond to, and recover from all hazards that threaten the District.



Chris Geldart

Director

Homeland Security and Emergency Management Agency

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1.0 INTRODUCTION

The Nation has experienced dramatic changes in the practices of homeland security and emergency management. The greatest advancement has occurred in the systematic, integrated, and energetic approach to preparedness. Preparedness is no longer considered to be only the pre-disaster phase of emergency management. Rather, it is a continuous process incorporated throughout a comprehensive emergency management program.

Recognizing the value of this systematic approach and building upon its existing record of success in this regard, the District of Columbia—also referred to as the District, Washington, DC, or DC—proactively built the District Preparedness System (DPS). The DPS is the comprehensive approach to homeland security and emergency management that includes the personnel, processes, procedures, plans, and resources utilized to ensure that the District is prepared to prevent, protect against, respond to, recover from, and mitigate against any and all-hazards that may directly affect the residents, businesses, and visitors of the District. The *District Preparedness Framework*—hereafter referred to as the Framework—serves as the DPS’s capstone preparedness planning document.

1.1 Purpose

The purpose of the Framework is to set the doctrine that will enable all of the District’s emergency management and homeland security partners to achieve the collective goals of:

- Implementing a coordinated, all-hazards approach to planning, organization, equipment, training, and exercises
- Preventing and protecting against human-caused incidents
- Building and sustaining scalable, flexible, and adaptable capabilities
- Building a community that is resilient to the impacts of and is empowered to rapidly recover from all hazards

1.2 Scope

The Framework describes the structure for implementing the DPS. The Framework applies to all natural, technological, or human-caused hazards that threaten the well-being of the residents, visitors, and commuting workforce—including vulnerable populations (e.g., those with access and functional needs;¹ the very young and elderly; those with low or no income; those from religious, racial, and ethnically diverse backgrounds; and people with limited English proficiency) within the geographic boundary of the District. Their contributions must be integrated into all preparedness efforts, and their needs must be incorporated into planning for and delivering the District’s core capabilities.

The Framework should be utilized by all District preparedness stakeholders, including, but not limited to, District departments and agencies; individuals and communities; nongovernmental organizations; the private sector; special districts/authorities; the Federal Government; and regional entities.

¹ Access and functional needs includes ensuring the equal access and meaningful participation of all individuals, without discrimination.

1.3 Applicability

The Framework is always in effect and applies to all District departments or agencies that have roles and responsibilities within the District Prevention/Protection program or defined in the *District of Columbia All-Hazards Mitigation Plan (HMP)*, *District Response Plan (DRP)*, *District Recovery Base Plan (DRBP)*, and supporting operational and tactical plans. Nothing in the Framework is intended to alter or impede the ability of any District department or agency to carry out its authorities or meet its responsibilities under applicable laws or directives. This version of the Framework supersedes all previous versions.

1.4 Structure and Integration

The Framework serves as a bridge between the base mission area plans and the *District Homeland Security and Emergency Management Strategy*. As the base mission area plans and strategy are being developed, revised, and implemented, the plans must be integrated vertically and horizontally. The Framework is intended to be a “living document” due to the ongoing need for integration and coordination amongst these plans.

1.4.1 Framework Structure

The structure of the Framework aligns with the District’s Homeland Security and Emergency Management Agency (HSEMA) Preparedness Planning Division standard plan template. **Table 1-1** details the Framework sections and the content included in those sections.

Plan Section	Content Description
Administrative and Handling Instructions	Provides guidance for the classification of the document, proper handling requirements for the document, and other administrative information about the document.
District Preparedness Framework Executive Order	This is an Executive Order signed by the Mayor of the District of Columbia establishes the DPS and codifies the Framework as the guidance document for the implementation of the DPS.
Approval Page	The section includes the signature—including date—of the senior District officials indicating that they approve the Framework.
Preface	This section provides a brief introduction to the Framework, explains why the Framework was created, and introduces its purpose.
1.0 Introduction	This section includes the following subsections: <u>Purpose</u> - Defines what the Framework is meant to do, its intended audience, and applicability. <u>Scope</u> - States the applicability of the Framework, including the stakeholders, as well as the geographical area to which the Framework applies. <u>Applicability</u> - Defines the applicability of the Framework to preparedness actions and mission-area plans. <u>Structure and Integration</u> - Defines the structure of the content of the Framework, and how the Framework integrates with the scope of other District plans.

Plan Section	Content Description
2.0 Policies	This section describes District guiding principles, policies, and authorities within the Framework.
3.0 Situation and Assumptions	This section describes the current situation of the District’s geography, population, and vulnerability related to the purpose and scope of the Framework. The Planning Assumptions identify what the planning team assumed to be facts for planning purposes in order to make it possible to implement the Framework.
4.0 Concept of Operations	This section describes the District’s approach to the four mission areas (Prevention/Protection, Mitigation, Response, and Recovery), as well as the District’s approach to providing equipment, implementing systems, and executing training and exercises to meet the goals of each of these mission areas.
5.0 Roles and Responsibilities	This section describes the roles, functions, and responsibilities of the agencies, organizations, and communities working in the operations for the mission areas or the DPS.
6.0 Framework Development, Implementation, and Maintenance	This section discusses the overall approach to planning and the assignment of Framework development and maintenance responsibilities.
Appendix A: Acronym List	Provides a listing of the acronyms used in the Framework as well as common acronyms used in District homeland security and emergency management plans with the reference of what the acronyms stand for.
Appendix B: Glossary of Key Terms	Includes definitions of terms used in the Framework as well as in the common lexicon of District homeland security and emergency management plans and operations.
Appendix C: District Executive Office Organization Chart	Provides an illustration of the organization of the District’s Executive Office of the Mayor and the offices, departments, and agencies within the District.
Appendix D: District Function-Specific Groups	Provides a reference of the District, regional, and federal agencies and non-governmental organizations who hold function specific roles in the Prevention/Protection, Mitigation, Response, and Recovery Mission Areas.
Appendix E: References	Provides a list of references related to the Framework.
Appendix F: Record of Changes	Provides a format to capture the changes made to the Framework after it has been distributed.
Appendix G: Record of Distribution	Identifies the agencies and organizations the <i>District Preparedness Framework</i> was distributed to.
Appendix H: Endnotes	Provides a listing of references related to specific information in the Framework.

Table 1-1: The Framework Organizational Structure

1.4.2 Relationship to District Plans

The District of Columbia uses a letter-number convention to catalog all of the preparedness plans, policies, and procedures. Within this convention, the District preparedness strategy documents are

labeled as “**Pub**” for publications; “**P**” signifies the document is a base, operational, and tactical plans; “**G**” signifies the document is a guide; “**A**” signifies the document is an annex; and, “**S**” signifies the document is standard operating procedures.

After the label, the documents follow a numbering system. District preparedness strategy documents are numbered sequentially, with annexes or guidance documents related to a specific publication classified with a decimal after the parent document number. Mission area documents are cataloged by the type of document and categorized by the mission area and then by subject area. All 100-level documents are within the prevention/protection mission area, 200-level are within mitigation, 300-level are within response, and 400-level are within recovery. The tens digits group documents by subject area within each mission area. For example, all ESF operational plans are in the 300s and 310s, numbered by their respective ESFs; incident specific plans are in the 330s and 340s; and support specific plans are in the 360s and 370s. As is the case for the preparedness strategy documents, annexes or guidance documents related to a specific plan classified with a decimal after the parent document number. See **Table 1-2** for the recovery mission area plans for an example of the cataloging system.

Catalog Number and Document Name
Pub 1 - Homeland Security & Emergency Management Strategy
A-1.1 - Homeland Security and Emergency Management Strategy Playbook
Pub 2 - District Preparedness Framework
P-2.1 - District Preparedness System Legal Handbook
G-2.2 - District Document Management and Style Guide
P-100 - District Prevention/Protection Base Plan
P-200 - District of Columbia All-Hazards Mitigation Plan
P-300 - District Response Plan
G-305 - District State Operations Guide
S-305.1 - District Joint All-Hazards Operations Center Standard Operating Procedures
G-305.2 - District Field Operations Guide
P-400 - District Recovery Base Plan

Table 1-2. District Cataloging System Sample

As seen in **Figure 1-1**, the Framework is supplemented by strategic, operational, and tactical planning efforts within each mission area.

DISTRICT PREPAREDNESS SYSTEM PLANS



Figure 1-1. District Plans within the District Preparedness System

While Figure 1-1 provides a broad overview of the plans within the District, **Table 1-3** provides a more detailed look at the plans—by mission area—within the District.

Name	Primary Mission Area	Responsible Agency	Purpose
Homeland Security and Emergency Management Strategy	All	HSEMA <i>(In coordination with Emergency Preparedness Council and DC Emergency Response System)</i>	Describes how DC will meet its preparedness responsibilities over the long term by establishing goals and priorities that will inform programmatic and budget decisions and provide a basis for program and performance management and evaluation
Strategic Plan Playbook	All	HSEMA <i>(In coordination with DC Emergency Response System)</i>	Defines specific activities and initiatives that will be executed to address identified capability gaps and ensure the District is making progress towards the goals laid out in the Strategic Plan

Name	Primary Mission Area	Responsible Agency	Purpose
District Preparedness Framework	All	HSEMA	Integrates the planning and programmatic efforts of all stakeholders as they relate to the four mission areas: Prevention/Protection, Mitigation, Response, and Recovery
Multi-Year Training and Exercise Plan	All	HSEMA	Describes the District's plan for conducting preparedness training and exercises
District Preparedness System Legal Handbook	All	HSEMA	Serves as a handbook for general counsels and other preparedness stakeholders detailing the relevant laws and policies for response
National Capital Region (NCR) Homeland Security Strategic Plan	All	NCR Emergency Preparedness Council (EPC)	Represents the strategy for improving regional readiness to address critical risks in the NCR, and outlines regional capabilities for preparing for and protecting against manmade and natural hazards
District Prevention/Protection Base Plan	Prevention/Protection	HSEMA	Provides the framework for District government entities to prevent and protect against all hazards within the District
Buffer Zone Protection Plan	Prevention/Protection	Metropolitan Police Department (MPD) and the Critical Infrastructure Workgroup	Identifies recommended protective measures to address hazard vulnerabilities and security shortfalls associated with critical facilities
All-Hazards Mitigation Plan	Mitigation	HSEMA	Documents the findings of a hazard risk and vulnerability analysis, the process for the identification of mitigation projects
Hazard Mitigation Grant Program (HMGP) Administrative Plan	Mitigation	HSEMA	Outlines the framework for managing the HMGP immediately following a disaster
Multi-Year Floodplain Management and Map Modernization Strategic Plan	Mitigation	HSEMA	Describes the needs and measurable priorities for increasing the effectiveness of the District's floodplain management program. Documents the role of the District government in achieving increased floodplain management compliance, increased involvement in the digital map modernization process, and enhancing the delivery of floodplain management services
DC Flood and Vicinity Manual	Mitigation	U.S. Army Corps of Engineers (Baltimore District)	Documents the coordinated efforts of federal, District, state, and municipal agencies in response to a flood emergency, and addresses flood emergency measures

Name	Primary Mission Area	Responsible Agency	Purpose
Resilient Communities	Mitigation	Department of Health	Describes a planning and programmatic initiative by the Health Emergency Preparedness and Response Administration to help the District prepare for and increase its resiliency to a wide variety of hazards, both natural and man-made
Disaster Response Plan	Response	HSEMA	Provides the framework for District government entities to respond to public emergencies in the District; it describes agency collaborations within the District government and with regional and federal partners
Continuity of Operation Plans	Response	All District Government Agencies	Documents the process to sustain mission critical functions for the District of Columbia Government during all hazard threats
Comprehensive Emergency Management Plans	Response	HSEMA	Assists the localized planning cluster communities within the District prepare for and respond to all types of emergencies at the community level through community outreach and planning
District Recovery Base Plan	Recovery	HSEMA	Provides the outline to assist the government, non-governmental organizations, and the private sector with more efficiently and effectively organizing and operating recovery efforts
Comprehensive Plan	Mitigation and Recovery	Office of Planning	Provides overall guidance for future planning and development of the District and complies with a specific requirement in the Home Rule Act

Table 1-3. District Plans

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2.0 POLICIES

This section describes the fundamental values and beliefs (principles) that are the foundation for all of the District’s emergency preparedness efforts. The section also summarizes the specific guidance (policies) that operationalize those values and beliefs. Defining this most basic information sets the foundation for the other information in this framework which, in turn, provides the basis for the District’s preparedness plans and ultimately its prevention/protection, mitigation, response, and recovery operations.

2.1 Guiding Principles

The Framework’s Guiding Principles support the District Preparedness Goal and guides the District in how it approaches preparedness. The mission area programs will incorporate these principles into their planning, training, and exercise efforts, as appropriate. Where necessary, mission areas may expand upon these principles in order to support their area.

- **Strong Foundation.** The Framework is based upon legal guidance and homeland security and emergency management best practices. It also directly aligns the District’s preparedness protocols with Presidential Policy Directive 8: National Preparedness (PPD-8).
- **Prepared and Engaged Whole Community.** Participation by individuals and families, the private sector, and nongovernmental organizations in prevention, protection, mitigation, response, and recovery efforts is one of the most significant priorities for the District. All District departments and agencies will encourage broad participation through initiatives such as volunteer service activities, training, community outreach, and education and awareness activities.
- **Respect for Diversity.** The District is one of the most diverse communities in the country. The Framework not only respects that diversity but builds on it by fostering a system where all communities and all beliefs are valued and used to create and enhance District plans, policies, and procedures.
- **Empowerment and Collaboration with Partners.** No one department or agency can achieve the District Preparedness Goal. The Framework commits the District to the use of a collaborative and cooperative environment that sustains and enhances District capabilities through coordinated planning, training, and exercises. Staff in all District departments and agencies must understand their roles and responsibilities within District plans and be empowered to act.
- **Reducing Risk through an All-Hazards Approach.** The Framework addresses all-hazards to sustain and enhance a broad range of capabilities while directing the necessary resources to address the risks that pose the greatest threat to the District.
- **Sustaining and Enhancing District Capabilities.** The District will build new capabilities as required based on threat and hazard identification and risk analysis and prioritized needs. The Framework describes the District’s commitment to sustain and enhance existing capabilities as the most cost-effective and efficient approach.

- **Continual Improvement and Innovation.** The DPS leverages best practices, lessons learned, knowledge, and expertise of the Whole Community and the broadest possible range of innovative resources to meet both known and emerging threats and hazards. This commitment to continual improvement and innovation represents a significant factor supporting the District's standing as a national leader in emergency management.

2.2 Authorities

The *District Preparedness Legal Handbook* provides a comprehensive summary of relevant District and federal policies, laws, regulations, and authorities as they apply to the DPS and Framework. The Legal Handbook provides District officials—from the Mayor's Office through the Executive Branch departments and agencies—the appropriate context and authorities of the relevant laws as they apply to the District's prevention and protection, mitigation, response, and recovery from all hazards. The Framework and the base-level mission area plans have been developed to adhere to and support these policies, laws, regulations, and authorities.

2.3 Policies

Recognizing the need for a standardized approach to preparedness, the District has adopted a number of Federal polices and developed District-specific policies.

2.3.1 National Incident Management System/Incident Command System

In accordance with Homeland Security Presidential Directive 5 (HSPD-5), the District has adopted the National Incident Management System (NIMS) as the standard approach towards managing all emergency management incidents occurring within the District. HSPD-5 established a single, comprehensive approach to incident management, with the objective of ensuring that all entities across the nation are provided with a systematic and proactive approach so they can work together to manage domestic incidents. NIMS is not an operational incident management or resource allocation plan, rather it is a core set of doctrines, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management..

A critical component of NIMS is the Incident Command System (ICS), which is a standardized, on-scene, all-hazards incident management approach. ICS is used by all levels of government—including the District—as well as by many non-governmental organizations and the private sector. It is a management system designed to integrate facilities, equipment, and procedures while operating within a common organizational structure. The system is scalable and designed to meet the needs of any incident or size. ICS is a component of NIMS providing effective command and management capabilities to help facilitate the emergency management response.

2.3.2 Emergency Preparedness Council

The Mayor's EPC was formed in 2002 under Mayor's Order number 2002-01. The EPC monitors, evaluates, and oversees implementation of District preparedness actions. See **Section 5.1.1.1** for more information on the EPC.

2.3.3 Continuity of Operations

Continuity of Operations (COOP) plans ensure District departments and agencies can continue to perform their essential functions during a wide range of emergencies, including routine incidents like power outages or building fires that render a facility unusable.

In 2012, Mayor's Order 2012-61 required that each District cabinet level agency create or update their COOP plan according to a template provided by HSEMA. COOP plans are to be exercised, updated, and submitted to HSEMA annually. Each agency COOP plan contains details the agency's essential functions, order of succession, vital records, databases, systems, and an emergency relocation site.

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3.0 SITUATION AND ASSUMPTIONS

3.1 Situation

The District of Columbia is a unique governmental entity. It is simultaneously a city, a state, and a federal entity. Its Capital City designation, along with the complex set of legal authorities associated with that designation, provides a distinct set of challenges in preparedness. The District is also home to 190 international embassies and consulates¹, which means there are 190 different sovereign and international borders that must be respected when an emergency, terrorist event, or other incident takes place. Given the wide range of federal, state, and local jurisdictions involved, coordination, communication, and planning are key to increasing preparedness in the District.

3.1.1 Geographic Information

The District of Columbia is comprised of 61.4 square miles of urban area and 6.9 square miles of water. The District is bordered by the Potomac River to the east, the State of Maryland to the north and east, and the Commonwealth of Virginia to the south. The District is situated in the Potomac River basin 60 miles east of the Blue Ridge/Appalachian Mountain ranges and approximately 100 miles west of the Atlantic Ocean.

Land use patterns (see **Figure 3-1**) reveal an expansive city “core” of about four square miles centered around key federal executive, legislative, and judicial buildings. The core is surrounded by an inner ring of moderate to high-density residential and mixed-use neighborhoods, extending west to Georgetown, north to Columbia Heights and Petworth, east across Capitol Hill, and south to the Anacostia River and near Southwest. Beyond the inner ring is an outer ring of less dense development characterized largely by single family housing and garden apartments. The two rings generally correspond to historic development patterns, with most of the inner ring developed prior to 1910 and the outer ring developed after 1910.



Figure 3-1. District Land Use Map

The District is divided into eight council wards (see **Figure 3-2**), and each is a political area used to elect a representative to the DC Council (see section 3.1.2.2 for more information on the Legislative Branch). Ward boundaries are updated every 10 years, based on the census. Wards, represented by their

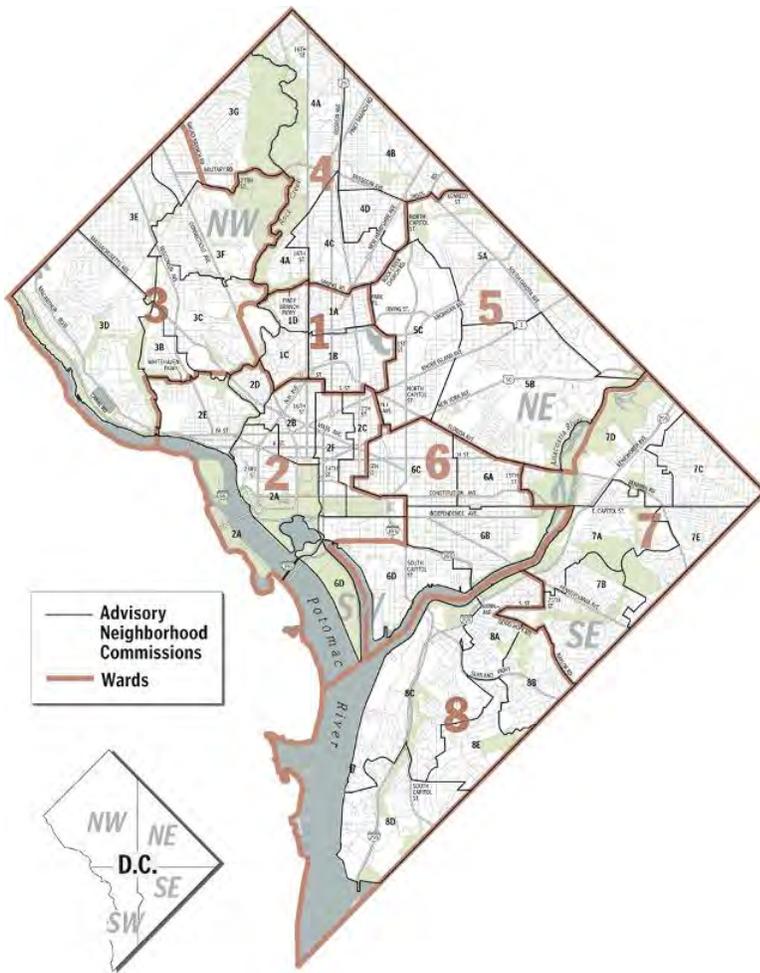


Figure 3-2. District Wards and Advisory Neighborhood Commissions

Council members, play significant roles in determining resource allocation for emergency programs and operations within each District agency.

Throughout the District, there are also 40 Advisory Neighborhood Commissions (ANCs). The ANCs are subdivisions of the wards.

Representatives from ANCs advise the District government on issues relating to zoning, social service programs, health, police protection, sanitation, recreation, and the District budget.

ANCs are boards composed of residents, created as a Whole Community approach to ensure input into issues that are directly affected by government action. In this sense, the ANCs are the body of government with the closest official ties to diverse neighborhoods. Each ANC is divided into subareas called Single Member Districts, which are made up of approximately 2,000 residents.

In an emergency, ANC commissioners can play a vital role in providing community situational awareness, communicating information, and identifying public concerns about preparedness issues through their frequent meetings, and correspondence with residents in their neighborhoods.

3.1.2 Government Structure

The District was founded in 1791 and incorporated in 1871. In 1973, the United States Congress provided the District with a Home Rule Act, allowing District residents to elect the mayor and a 13 member City Council. The District’s mayor serves as the District’s chief executive officer and is elected every four years with no term limits. The City Council consists of a representative from each of the District’s eight wards, a council chairman, and four members who are elected at large. All legislative powers are vested in the Council. It oversees the programs and operations of government agencies, including preparedness.

3.1.2.1 Executive Branch

The executive branch of the Mayor’s office comprises six divisions including the Office of the City Administrator (see the organization chart in **District Executive Office Organization Chart**). This office provides oversight and support to numerous departments and agencies as well as the Deputy

Mayors for Education, Health and Human Services, Planning and Economic Development, and Public Safety and Justice. The Office of the Deputy Mayor for Public Safety and Justice provides oversight and support to HSEMA as well as the Metropolitan Police Department, Fire and Emergency Medical Services Department, Office of the United Communications, Department of Corrections, Office of Chief Medical Examiner, and the Justice Grants Administration.

Because the District is the seat of the Federal government, the U.S. Constitution grants Congress direct jurisdiction over the District. Congress delegates their authority to the District government through the Home Rule Act. However, Congress occasionally intervenes in cases of national importance. For example, in 1995 Congress passed the *District of Columbia Financial Responsibility and Management Assistance Act of 1995*. This law established a Control Board to oversee all municipal spending (financial plans and budgets) before they were submitted to Congress. In 1997, Congress gave responsibility for most major District agencies to the Control Board. In 2001, the District regained control of its finances, departments, and the Control Board's operations were suspended.

The District is also the only local jurisdiction in the U.S. whose budget must be approved by Congress. The federal Anti-Deficiency Act (ADA) restricts the Mayor and other District officials from expending or obligating public funds absent a Congressional budget appropriation. Therefore, if a federal budget is not enacted, the District is required by federal law to stop performing government functions that are not exempt from the ADA. ADA-exempt government functions, which may be continued, are generally considered those services that are reasonably related to the safety of human life or the protection of property.

Based on consultations with agency heads and the Attorney General for the District of Columbia, and based on prior opinions of both the United States Attorney General and the Corporation Counsel of the District of Columbia, the District government has pre-identified ADA-exempt functions that may continue even if the Congress and President do not approve a federal budget. Additional designations may be made by the Mayor or City Administrator on a case-by-case basis. See the *District of Columbia Government Shutdown Plan (Due to Lapse in Congressional Appropriations)* for more details.

3.1.2.2 Legislative Branch

The City Council is the legislative body of the District, which includes a representative elected from each of the eight wards, plus five additional members, including the chairman, who are elected at-large. As the local elected representative body, the Council seeks citizen participation and holds open hearings for public comments on proposed legislation, policy initiatives, and government operations to ensure a Whole Community approach to legislative decision-making.

Also, the Council helps residents access government information and services. Council responsibilities and authorities are critical to each step of the District's preparedness process—from determining budget allocations for each city agency that will affect capacity to ensuring that District residents are well informed about preparedness.

Council standing committees may conduct oversight hearings to assess the effectiveness of government preparedness. These proceedings could result in the enactment of new laws or appropriate funds to support District operations.

3.1.2.3 Judicial Branch

The District of Columbia Home Rule Act formed the District’s local government, not only delegating legislative responsibilities to the Mayor and Council, but also establishing the District Court System, which includes the Superior Court of the District of Columbia and the District of Columbia Court of Appeals. Judges are appointed to these courts by the President and they are operated by the Federal government.

The Superior Court deals with local trials related to civil, criminal, probate, tax, traffic, and small claims. The Court of Appeals reviews judgments made by the Superior Court and District administrative agencies, commissions, and boards.

Numerous agencies are directly involved in crime and justice matters in the District of Columbia. Criminal justice functions in the District are divided between local and federal agencies in a way that is unique. In the District, many of the functions that are normally the responsibility of states were brought under federal responsibility with the DC Revitalization Act of 1997. These included pretrial services, defender services, Superior Court, prison, community supervision, and parole.

The *DC Courts and Public Defender Service Act of 2011* amended the District Code to officially allow the chief judge of either court to delay or extend deadlines for closures of offices and court matters for up to 14 days in the event of an emergency.

3.1.3 Regional Structure and Partners

Two federal, state, and local organizational bodies exist to facilitate the cooperation, coordination, and planning mechanisms of the Washington, DC metropolitan area. The National Capital Planning Act of 1952 established the NCR as a non-operational network comprised of the District of Columbia; Montgomery and Prince George’s counties in Maryland; Arlington, Fairfax, Loudon, and Prince William counties in Virginia; and all cities and other units of government within the geographic areas of those counties and the District (see **Figure 3-3**Error! Reference source not found.). This was later reinforced and defined in Title 10, U.S. Code § 2674(f)(2)(A-D).

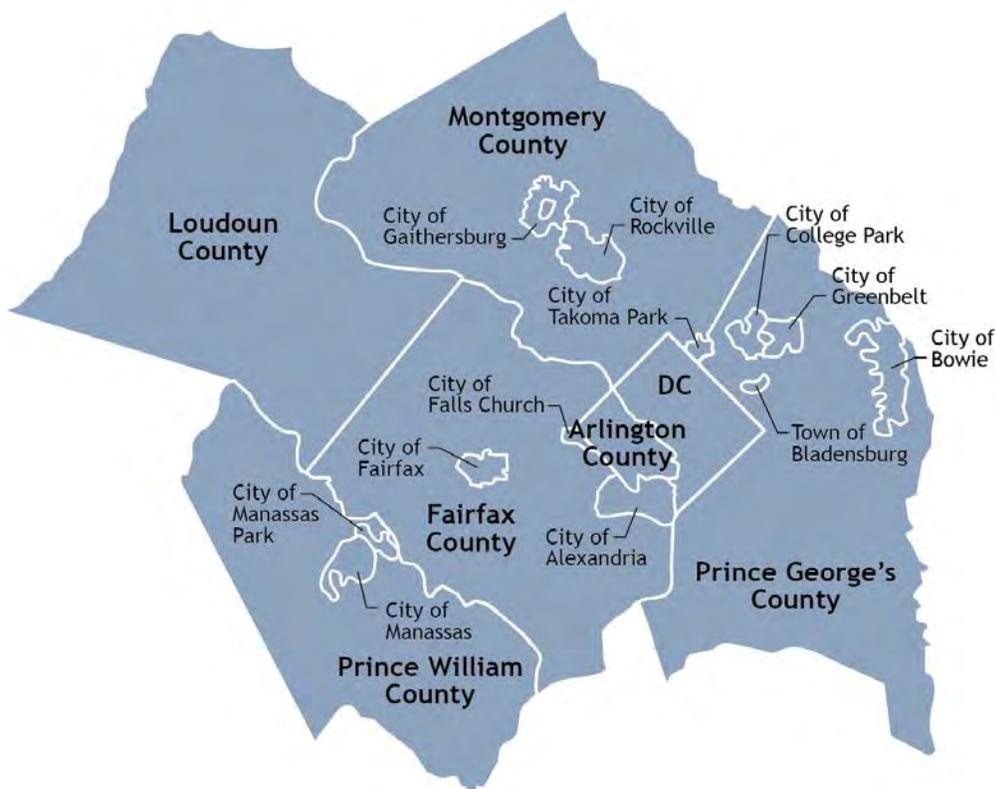


Figure 3-3. NCR Member Jurisdictions

In 1957, the Metropolitan Washington Council of Governments (MWCOG) – a non-profit association – was established to provide networks among federal, state, and local governments in the NCR. The jurisdictions in MWCOG include: Arlington, Fairfax, Loudon, and Prince William counties in Virginia; Frederick, Montgomery, and Prince George counties in Maryland; and the District of Columbia. MWCOG is a coordination and planning association for transportation, environment, housing and planning, health and human services, homeland security and public safety, and cooperative purchasing issues in its member municipalities. In recent years, the focus for the NCR and MWCOG coordination and planning has shifted to all hazard preparedness.

Following the terrorist attacks of September 11, 2001 and the creation of the U.S. Department of Homeland Security, the Urban Areas Security Initiative (UASI) established funding opportunities for the highest risk urban areas in the country. The NCR is designated a UASI area, whereas MWCOG is an association of governments within the NCR. UASI funding is used to address the complexity with which multiple federal and District governments, emergency management structures, security organizations, and jurisdictions are in play within the NCR. This close proximity work environment for many law enforcement and emergency management leaders creates unique circumstances for coordination, communication, preparedness, training, and exercises. The situation is further complicated by the volume of residents, tourists, and commuters moving through multiple jurisdictions across the District and the NCR.

3.1.4 FEMA Region III

The Federal government is a partner for the District in protecting against and preventing all types of threats and hazards, hazard mitigation, and response and recovery operations. Federal grants and technical assistance are key contributors to enhancing and sustaining the District’s preparedness and resilience. This support ranges from federal departments and agencies carrying out statutory and regulatory responsibilities (e.g., FEMA coordinating federal mitigation policy and the effectiveness of mitigation capabilities as they are developed and deployed across the Nation) to providing grant funding to support District preparedness efforts.

FEMA is headquartered in Washington, DC and has ten regional offices located throughout the country. The FEMA Region III Office—which supports the District—is located in Philadelphia, PA and has 180 full-time employees who support the region’s response and recovery operations. See **Figure 3-4** for a map of all of the FEMA regions and a detailed map of FEMA Region III. When the President declares a disaster or emergency, these regional offices work closely with federal agencies, strategic partners, state/territorial/District and local officials when federal assistance is required to supplement District, state, or local capabilities.

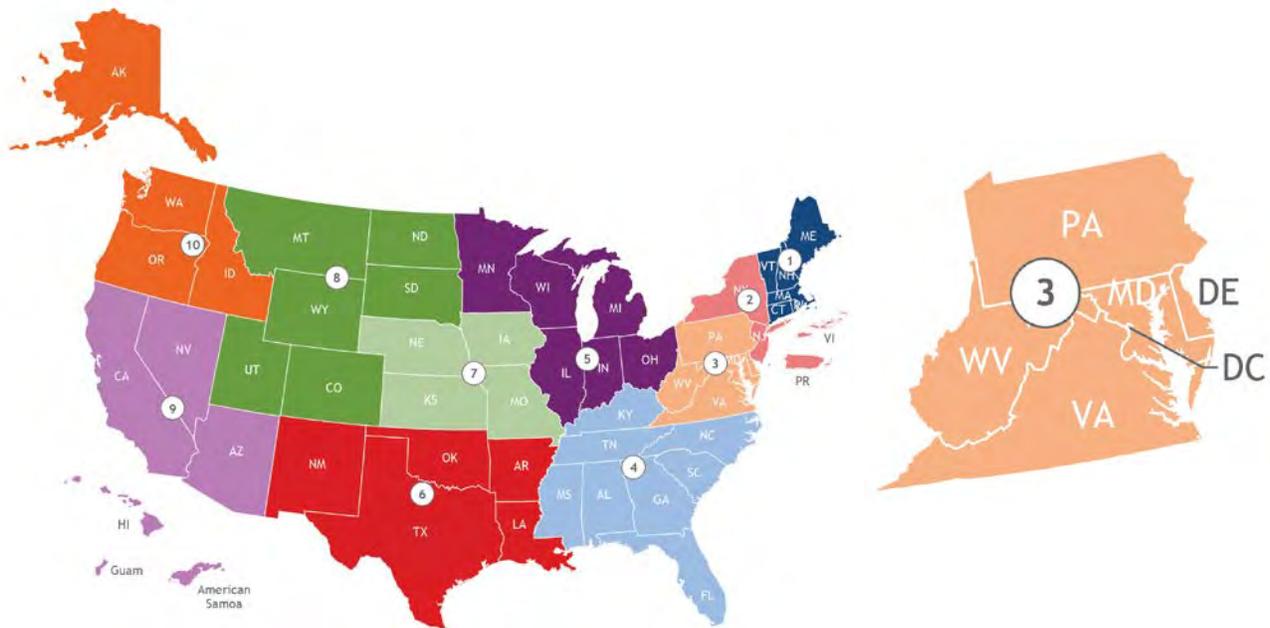


Figure 3-4: FEMA Regions and Region III Detail Maps

In the event of a Presidential major disaster or emergency declaration under the Stafford Act, federal assistance and emergency protective measures can be implemented by FEMA. Incident management officials from the FEMA Region III Office communicate and coordinate with FEMA Headquarters and the District to ensure that the District’s response and recovery needs are being met.

3.1.5 Demographics

In 2013, the population of the District was approximately 649,449 people, the 24th most populous place in the United States (see **Table 3-1**). The current population represents an approximate 5% increase

since 2000. The District also has one of the highest commuter populations and tourist populations in the country. Also, considering the international population from the 190 embassies within the District and the student population from the District’s 19 colleges and universities,² the District’s demographics vary depending on the day, time, and season. This variance in the District’s demographics can alter the impact of a disaster and the resources and messaging needed to respond and recover from the disaster depending on the day, time, and season when it occurs. The District must plan, organize, equip, train, and exercise to meet these varying needs.

Population Characteristic	Estimate
Total Population (2013 estimate)	646,449 ⁱⁱ
Commuter Population (2013 estimate)	539,543 ⁱⁱⁱ
Tourist Population (2012 estimate)	18,500,000 ^{iv}
Student Population (2013 estimate)	86,883 ^v

Table 3-1. District Population Estimates

3.1.5.1 Ethnicity

As with most large cities and urban areas, the District is a diverse community that includes individuals and families from different cultural backgrounds.

Population Characteristic	Percentage
White (Percentage from 2012 estimate)	43% ^{vi}
Black or African American (Percentage from 2012 estimate)	50% ^{vii}
American Indian and Alaska Native (Percentage from 2012 estimate)	1% ^{viii}
Asian (Percentage from 2012 estimate)	4% ^{ix}
Native Hawaiian and Other Pacific Islander (Percentage from 2012 estimate)	0.2% ^x
Hispanic (Percentage from 2012 estimate)	10% ^{xi}
Two or More Races (Percentage from 2012 estimate)	2% ^{xii}

Table 3-2. District Cultural Estimates

3.1.5.2 Language

With 190 embassies, ambassadors’ residences, and foreign cultural centers, the District’s 79 spoken languages ties for the 35th highest number recorded in any state or county in the United States. English is the most predominantly spoken language in the District; but approximately 15% of the District’s resident population is non-English speaking. This percentage does not include the international population. Of that 15%, Spanish is the most prominent foreign language at 7.1% followed by other Indo-European languages at 4.1%. Asian and Pacific Island languages and other languages are at 1.8%.

The *DC Language Access Act of 2004* requires District government programs and departments to offer services, including emergency services, in languages spoken primarily by over 3% of the District’s population, or over 500 individuals, whichever is less. The Act specifies that programs and departments

² Student Population estimates may overlap with Total Population estimates since some college students may also be District residents. Other students would be counted in their state’s total population.

must assess the need for language access services for those persons with limited or no-English proficiency, and offer oral language services and written translations of documents in the identified languages.

3.1.5.3 Religion

Religion and religious communities play a critical role in the social, volunteer, and assistance aspects of the District. Additionally, in many cultures, residents turn to their place of worship for support and services after a traumatic event, including for assistance in responding to and recovering from the impacts of a disaster. The District has a very diverse religious community.

3.1.5.4 Vulnerable Populations

The demographics of the vulnerable population of the District must be considered and included within all planning initiatives undertaken by the District. Vulnerable populations are those that may need special considerations in all preparedness operations, including in communications, transportation, sheltering, and provision of services. The District’s vulnerable population includes, but is not limited to, those with access and functional needs; the very young and elderly; those with low or no income; those from religious, racial, and ethnically diverse backgrounds; and people with limited English proficiency. **Table 3-3** shows the estimates of vulnerable populations in the District.

Population Characteristics	Percentage
Persons under 5 years (Percentage from 2012 estimate)	6% ^{xiii}
Persons 65 years and over (Percentage from 2012 estimate)	10% ^{xiv}
Persons with Access and Functional Needs (Percentage from 2012 estimate)	11% ^{xv}
Persons below Poverty Level (Percentage from 2008-2012)	18.5% ^{xvi}
Homeless population (Percentage from 2012 estimate)	1% ^{xvii}
Inmate population (Percentage from 2013 estimate)	1% ^{xviii}

Table 3-3. District Vulnerable Population Estimate

3.1.6 Economic Profile

The high cost of housing has helped to make the District one of the most expensive place to live in the United States. The estimated median house or condo values and rent rates are 57% above the national average and the cost of retail goods is 18% higher than the national average. More than half of the residents are college graduates and almost a third hold at least one graduate or professional degree. Conversely, 7.1% of residents are unemployed, impacting rising costs in public assistance, police presence, and burdening the judicial system. The majority of crimes have been robberies, which have spiked in the past two years. As a result, MPD is now one of the 10 largest local departments in the United States.

The following tables provide an economic profile for the District of Columbia in order to provide a baseline for understanding the critical economic sectors and the means of the population in the District. **Table 3-4** includes employment statistics as well as employment by sector. The Table indicates that the largest employment sector is the Professional, Scientific, Management, Administrative, and Waste Management Services category, with 22% of the workforce. The Educational Services and

Health Care and Social Assistance sector is the next largest sector with almost 20% of those employed. Public Administration is third with approximately 17% of the total workforce.

Economic Characteristic	Estimate	Percent
In Labor Force	348,010	67.8%
Employed	308,602	60.1%
Unemployed	36,228	7.1%
Employment by Sector (2008-2012)		
Agriculture, forestry, fishing and hunting, and mining	348	0.1%
Construction	9,478	3.1%
Manufacturing	3,929	1.3%
Wholesale Trade	1,932	0.6%
Retail Trade	14,869	4.8%
Transportation, Warehousing, and Utilities	10,139	3.3%
Information	12,905	4.2%
Finance and Insurance and Real Estate, Rental, and Leasing	17,575	5.7%
Professional, Scientific, and Management; Administrative; and Waste Management Services	67,188	21.8%
Educational Services and Health Care and Social Assistance	60,707	19.7%
Arts, Entertainment, and Recreation and Accommodation and Food Services	28,665	9.3%
Other Services	27,703	9.0%
Public Administration	53,164	17.2%

Table 3-4. Employment by Economic Sector, 2008-2012^{xi}

Table 3-5 provides an overview of employment by occupation in the District. The table indicates the highest employment is within the Management, Business, Science, and Arts occupations category. This category includes occupations such as engineers, government consultants, IT professionals, lawyers, teachers, and doctors.^{xx} This category includes 183,235 employees or 59% of the workforce that is 16 years and older.

Occupation	Estimate	Percent
Management, Business, Science, and Arts	183,235	59.4%
Service	48,151	15.6%
Sales and Office	54,665	17.7%
Natural Resources, Construction, and Maintenance	9,524	3.1%
Production, Transportation, and Material Moving	13,027	4.2%

Table 3-5. Employment by Occupation^{xxi}

Table 3-6 provides an overview of median incomes and the median value of owner occupied housing units in the District. The District has 296,671 housing units, 88% of which are occupied. The majority of housing units within the District are renter occupied (58%) while owner occupied housing makes up 42%. The median home value for owner occupied housing between the years 2008-2012 was

\$443,000.^{xxii} During this period, the median household income was \$64,267 with the majority of households making between \$50,000 and \$74,999.

Economic Characteristic	Estimated \$ Value
Per Capita Money Income in Past 12 Months (2012 dollars) (2008-2012)	\$45,004
Median Annual Household Income (2008-2012)	\$64,267
Median Annual Family Income	\$78,993
Median Annual Nonfamily Income	\$55,663
Median Annual Income for Workers	\$44,423
Median Value of Owner-Occupied Housing Units (2008-2012)	\$443,000

Table 3-6. Median Income and Housing Value

3.1.7 Climate

The District’s climate has a direct impact on preparedness activities as well as the probability of an impact from District threats and hazards. The District is located in the humid subtropical climate zone. This zone is characterized by four distinct seasons: winter, spring, summer, and fall. The winter months have an average temperature of 32°F but may see days in the low teens and the occasional subzero range. The spring is typically dry and sunny; with temperatures averaging in the 60°F and 70°F range. Summer is the hottest and most humid time of the year. Temperatures average in the high 80s and 90s but can reach into the 100°F range; although this is rare and not lasting long. The evenings can remain very warm and humid. Fall is similar to the spring conditions with mild day and night temperatures. The average snow fall in the District is approximately 15 inches per year, occurring mostly in January and February. The average rainfall in the District is approximately 40 inches per year and is evenly distributed throughout the year, about 8-11 days per month.

3.2 District Hazards

The District is vulnerable to a number of threats and hazards. Through the *2013 District HMP* and the District Threat and Hazard Identification and Risk Assessment (THIRA), the District has taken significant steps to better understand and document hazards in the region. Both the *2013 District HMP* and THIRA identified the threats and hazards that the District is most susceptible to and established the probability and impact of each hazard. The identification of these threats and hazards is based on actual incidents that have affected the District in the past, and on assessments performed to identify future hazards and threats.

Under the Stafford Act, a state, commonwealth, territory, tribe, or district may apply for a Major Disaster or Emergency Declaration if the disaster is of a severity or magnitude that an effective response is beyond their capabilities. By making a declaration, the President activates an array of federal programs to assist in the response and recovery efforts. The District has received 17 declarations under the Stafford Act since 1953. **Table 3-7** provides details about these declarations and the incidents they were issued for.

Incident Name or Type	Threat/Hazard	Incident Timeframe
Hurricane Sandy	Hurricane	October 26-31, 2012
Severe Storms	Thunderstorms	June 29-July 1, 2012

Incident Name or Type	Threat/Hazard	Incident Timeframe
Earthquake	Earthquake	August 23-28, 2011
Hurricane Irene	Hurricane	August 26-September 1, 2011
Severe Winter Storms and Snowstorms	Winter Storms	February 5-11, 2010
Severe Winter Storms and Snowstorms	Winter Storms	December 18-20, 2009
56th Presidential Inauguration	Special Events	January 17-21, 2009
Hurricane Katrina Evacuation	Hurricane	August 29-October 1, 2005
Hurricane Isabel	Hurricane	September 18-29, 2003
Snowstorm	Winter Storms	February 16-17, 2003
Flooding	Floods	August 10-12, 2001
Severe Storms	Thunderstorms	August 7, 2000
Winter Storm	Winter Storms	January 25-31, 2000
Blizzard of 1996	Winter Storms	January 6-10, 1996
Ice Storm, Winter Storm, and Severe Storm	Winter Storms	January 17-21, 1994
Severe Snowfall and Winter Storm	Winter Storms	March 13-17, 1993
Severe Storms and High Winds	Thunderstorms	June 14-15, 1989

Table 3-7. District Presidential Disaster Declarations

Based upon these declarations, historical occurrences of disasters that did not result in a declaration, and other factors, the District developed a list of threats and hazards that have the highest probability of occurrence and greatest potential impact on the District during the planning process for the *2013 District HMP*. The threats and hazards are grouped by the following types:

- **Natural Hazards.** Incidents caused by one or more natural occurrences. While incidents caused by natural hazards may be increased or decreased as a result of human activity, they are not inherently human-induced.
- **Technological Hazard.** Incidents that originate from technological or industrial accidents, infrastructure failures, or certain human activities. These incidents cause the loss of life or injury, property damage, social and economic disruption, or environmental degradation, and often come with little to no warning.
- **Human Caused Hazard.** Incidents caused by an intentional action by an adversary. These incidents also cause the loss of life or injury, property damage, social and economic disruption, or environmental degradation, and often come with little to no warning.

Table 3-8 includes definitions of all of the threats and hazards the District has identified, as well as the determination of the probability of occurrence over the next 3-5 years and impact on the District of these hazards. Please see *2013 District HMP* for additional information on these threats and hazards.

Hazard	Description	Probability	Impact
Natural Hazards			
Floods	Floods are caused by a temporary inundation of water onto normally dry land areas. A flash flood is rapid flooding of a specific area caused by intense rainfall or the collapse of a man-made structure, such as a dam. Floods can cause secondary natural hazards, including subsidence.	Medium	High
Winter Storms	Winter storms consist of extreme cold and heavy snowfall or ice. Winter storms can cause secondary natural hazards, including flooding, severe thunderstorms and tornadoes, and high winds.	High	High
Thunderstorms and Tornadoes	Thunderstorms are composed of lightning and rainfall, and can intensify to cause damaging hail, high winds, tornadoes, and flash flooding. Tornadoes are spawned by severe thunderstorms and consist of a rapidly rotating funnel of air that gusts between 65 and over 200 miles per hour depending on the intensity of the storm.	High	High
Extreme Temperatures	Extreme temperatures can present either as severe hot or cold temperatures that can cause injury or death to the population. Severe heat in the District is typically characterized by a combination of high temperatures and exceptionally humid conditions. Extreme cold temperatures can accompany winter storms and can be characterized either by the low air temperature or a low wind chill, which factors in the air temperature and wind speed.	High	High
Hurricanes, Tropical Storms, and Tropical Depressions	Hurricanes, tropical storms, and tropical depressions are types of tropical cyclones, or low pressure areas of closed circulation winds. The hazard components and risks of these storms include storm surge, extreme rainfall, high winds, thunderstorms, and tornadoes.	Medium	High
Earthquakes	Earthquakes consist of sudden ground motion, shaking, or trembling that can damage buildings and bridges; disrupt gas, electric, and phone service; and trigger landslides, avalanches, flash floods, fires, or tsunamis.	Low	Medium
Pandemic	A pandemic is an epidemic occurring over a wide geographic area, usually affecting a large number of people, which can cause injury, result in death, and overwhelm resources.	Medium	Medium
Technological and Human Caused Hazards			
Radiological and Hazardous Material Release	Radiological and other hazardous materials can present a hazard to the population if released in an uncontrolled manner either from the fixed site of their use or storage or during transport. The specific extent of the hazard can depend on the type and amount of material released. Effects and risks of radiological and hazardous material releases can be exacerbated by natural hazards, including rain, high winds, and fires.	Medium	Medium

Hazard	Description	Probability	Impact
Urban Fires	Urban fires consist of uncontrolled burning in residential, commercial, industrial, or other properties.	Medium	Medium
Utility Failure	Utility failures are the interruption or loss of electrical or natural gas service for an extended period of time.	Medium	High
Transportation Incidents	Transportation accidents can drastically affect the daily movement of people and goods throughout an area. These accidents can involve the following systems: motor vehicles, bus/subway, air, and railroad.	Medium	Medium
Human Caused			
Special Events, Demonstrations, and Civil Disobedience	Special events, demonstrations, and civil disobedience require extensive logistical planning and substantial District resources for traffic and crowd control, food safety, sanitary facilities, street detours and closings, emergency medical services, public transportation, police/fire support, and pre- and post-event debris management.	High	Medium
Terrorism	<p>Terrorism is “the unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.”^{xxiii} It includes,</p> <ul style="list-style-type: none"> ■ Cyber attacks ■ Bio-Terrorism ■ Improvised Explosive Devices ■ Chemical Agents ■ Radiological Dispersal Devices ■ Aircraft as a Weapon 	Medium	High

Table 3-8. District Threats and Hazards

3.1.6 Critical Infrastructure and Key Resources

Within the District, a network of facilities mutually supporting agencies and departments provide essential support functions in case of disasters and emergencies. These agencies and departments and other partners are responsible for key facilities. These facilities are considered critical in maintaining the overall functionality of the District’s emergency services network. As defined by FEMA, a facility is considered critical if damage to that structure would present an immediate threat to life, public health, and safety. Typical critical facilities include hospitals, emergency shelters, fire stations, police stations, storage of critical records, and similar facilities. These facilities, which comprise the District’s key infrastructure, are typically given special consideration when formulating regulatory alternatives and floodplain management plans. FEMA’s critical facility definition provides some flexibility to allow state and local governments to define their own categories.

As of 2013, there were 576 facilities in the District considered critical infrastructure.³ In addition to the District government structure and facilities, the District is home to the federal enclave, including the three branches of the federal government and numerous nationally symbolic icons and historical documents. While these are federal assets, it is incumbent upon District government officials to collaborate with federal partners in order to communicate about preparedness measures involving these facilities. **Table 3-9**, based on data compiled for *2013 District HMP*, provides a list of both District and federal assets.

Critical Infrastructure Sector	Type of Structure	Quantity
Chemical	Chemical Manufacturing and Processing	58
	Chemical Storage Facility	15
Communications	Cell Phone Tower	5
	Communications (Wired)	62
	Land Mobile Broadcast Service Transmitter	20
	Office of Chief Technology Data Center	1
Emergency Services	Fire Stations and Assets	35
	Operations and Distribution	1
	Police Stations and Assets	12
	Unified Communications Center (including District Emergency Operations Center and 9-1-1 Center)	1
Energy	PEPCO Transmitting Substations	4
	Generating Stations	4
Government Facilities	District Government Facility (not included in other sectors)	6
	Federal Government Facility	67
	Memorial	19
	Museum	25
	School	171
Healthcare and Public Health	Ambo Center (Health Clinics)	8
	Hospital	17
Transportation Systems	Washington Metropolitan Area Transit Authority (WMATA) Facilities	47
	DC Department of Transportation (DC Circulator)	29
	Amtrak	3
	Virginia Railway Express	3
	MARC Train	1
	CSX	1
	Private and Public bus transit facilities	1

³ This number was obtained from the *2013 District HMP*. There are ongoing discussions to better determine and identify critical infrastructure within the District.

Critical Infrastructure Sector	Type of Structure	Quantity
Water and Wastewater Systems	Water Treatment Plant	2

Table 3-9. District Critical Infrastructure

3.3 Planning Assumptions

Based upon the threats and hazards that pose a significant to risk to the people and critical infrastructure within the District, the Framework addresses the potential, unique requirements and needs of all members of the whole community. While the each of the mission area base plans contains assumptions for their mission area, some of the overarching assumptions include the following:

- Nothing in the Framework alters or impedes the ability of District departments and agencies to carry out their specific authorities or perform their responsibilities under all applicable laws, Executive Orders, and directives.
- The District is responsible for committing the necessary resources to maintain the Framework and the capabilities to prevent and protect against, mitigate, respond to, and recover from all hazards.
- The District government will continue to function throughout a disaster or emergency situation. This includes continuing protection and prevention activities and responding to simultaneous disasters.
- This Framework addresses all hazards that threaten the District by providing the structure and necessary guidance for preparedness efforts.
- Preparedness efforts will be managed in accordance with NIMS guidance and policy.
- Preparedness activities are a critical component of emergency management. Achieving and maintaining effective citizen and community preparedness reduces the immediate demands on response organizations. Community preparedness requires the District to engage in continual public awareness and education programs to ensure residents and businesses will take appropriate advance actions to reduce their vulnerability and increase their readiness for emergency situations.
- Emergency preparedness is everyone’s responsibility. Residents and government employees should be informed of their personal preparedness responsibilities and educated on how to appropriately prepare for maintaining self-sufficiency in an emergency situation.

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4.0 CONCEPT OF OPERATIONS

In 2011, PPD-8 was issued in order to strengthen “the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters.^{xxiv}” In order to incorporate PPD-8 throughout all elements of the District’s homeland security and emergency management efforts, the District has created the DPS to provide a consistent and comprehensive District-wide approach to preparedness. In approaching the mission areas, the District combined the Prevention and Protection mission areas based upon the common core capabilities and requirements associated with both mission areas. The added benefit is a reduction in stakeholder requirements, as agencies involved largely play a primary role in both of the mission areas. The DPS reflects four mission areas:

- **Prevention/Protection.** The Prevention/Protection mission area describes the District-wide approach, prevent, avoid, or deter, an imminent threat or actual act against the District of Columbia’s population, critical infrastructures, environment, and/or economy. It also describes the actions the District will take to protect the residents, visitors, and assets with the highest probability and vulnerability to threats and hazards that would affect the District. The Prevention/Protection mission area seeks to effectively increase coordination and collaboration amongst District agencies with prevention and protection responsibilities so that the mission can be properly executed and achieved.
- **Mitigation.** The Mitigation mission area provides a common approach for reducing loss of life and property by decreasing the impact of disasters and emergencies in the District by supporting protection and prevention activities, easing response, and speeding recovery to create better prepared and more resilient communities. Through four guiding principles—resilience and sustainability, leadership and neighborhood-focused implementation, engaged partnerships and inclusiveness, and risk-consciousness—the mitigation mission area fosters resiliency to all hazards by improving the District’s capacity to deter, deflect, absorb, or withstand the effects of disasters and emergencies. Mitigation activities conducted before or after a disaster can reduce the impact of damage sustained by communities and citizens; help to eliminate the repetitive damage cycle; reduce costs to taxpayer; and reduce the resources expended to prepare for, respond to, and recover from future disasters. Mitigation encourages District emergency management stakeholders to make informed decisions supporting permanent hazard protection.
- **Response.** The Response mission area focuses on ensuring that the District is able to respond effectively to all types of incidents that range from those that are adequately handled with District resources to those of catastrophic proportion that require regional or federal assets. The objective of the Response mission area is to save lives, protect property and the environment, meet basic human needs, stabilize the incident, restore basic services and community functionality, and establish a safe and secure environment moving toward the transition to recovery.

- **Recovery.** The Recovery mission area includes the capabilities, across the Whole Community, required to promote recovery from all types of disasters and emergencies in the District through the following fundamental recovery principles:
 - Empowering individuals and families
 - Providing leadership
 - Recognizing the importance of neighborhoods
 - Establishing and nurturing partnerships with the Whole Community
 - Providing timely and accurate public information
 - Fostering unity of effort
 - Flexibility, resilience, and sustainability
 - Supporting the psychological and emotional recovery of District residents affected by the disaster

Significant challenges confront all recovery efforts, from a localized incident to a large-scale disaster. Recovery planning addresses disasters of all kinds and sources.

These four mission areas serve as a framework to organize the District’s preparedness activities, and do not constrain or limit integration across mission areas. The mission areas are by their nature highly interdependent and may have operations and actions related to all threats and hazards. Actions within these mission areas occur along a continuum, and there is a dynamic interplay between and among them. As seen in **Figure 4-1**, activities within the mission areas are always occurring within the District—regardless of an incident occurring. This is known as the steady state. Prior to or during an incident District activities within the mission areas move to an enhanced or operational state so that District can take the necessary actions. However, while in an operational state, steady state activities continue within each mission area. As operational mission area activities are no longer needed, the District returns to the steady state.

DISTRICT PREPAREDNESS SYSTEM

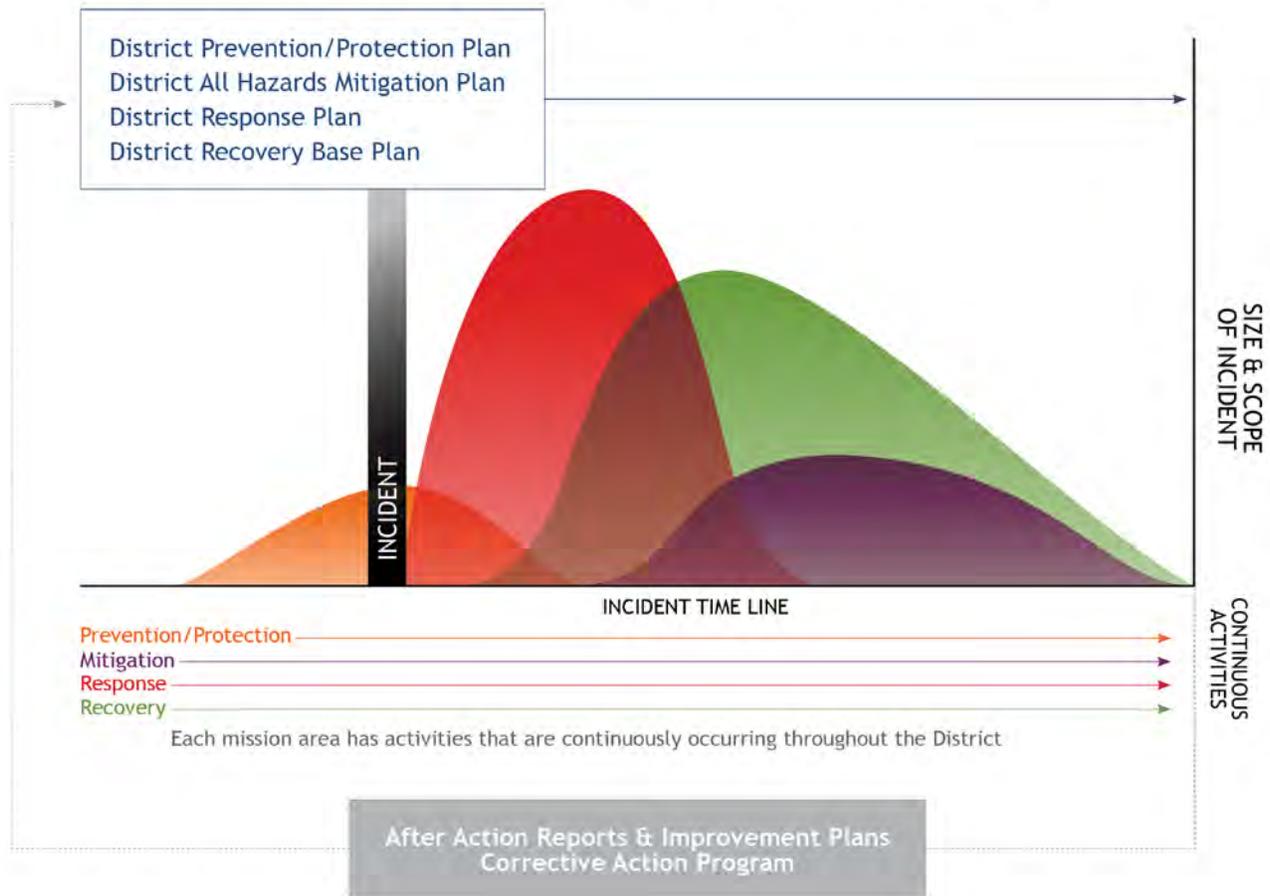


Figure 4-1. The District Preparedness System

4.1 Mission Area Operations

The District’s four mission areas serve as an aid in organizing the District’s preparedness activities. They are designed to complement and support one another due to the natural interplay between and among them. This section highlights what the District hopes to achieve for each mission area and provides details on the planning efforts in order to support those goals. The mission area statements are not goals for a single District department or agency. Achieving these statements will require a District-wide effort involving the Whole Community.

District departments and agencies involved in each mission area are required to implement the District Preparedness Goal; the Framework guiding principles, concepts, situations, and assumptions; and the their mission area statement into their preparedness planning efforts. The Framework does not direct the actions of prevention/protection elements. However, the guidance within the Framework is intended to serve as a foundation to guide the District’s approach to each mission area.

4.1.1 Prevention/Protection

The Prevention/Protection mission area maximizes opportunities to effectively increase collaboration and interaction between stakeholders in prevention and protection core capabilities and integrate these capabilities into the District's broader preparedness activities.

4.1.1.1 Mission Area Statement

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

4.1.1.2 Planning

Within the Prevention/Protection mission area, the Framework will be supported by a *District Prevention/Protection Plan*. The Plan has not yet been developed, and is one of the initial tasking to the proposed Prevention and Protection Steering Committee in order to provide a framework for coordination and integrated operations in these areas.

4.1.1.3 Organization and Coordinating Structures and Integration

The District has established a Steering Committee as part of on-going programmatic development for the Prevention/Protection Program. The Steering Committee plays a central unifying role in integrating the preparedness activities of the prevention/protection mission area across the District. The Steering Committee will lead the development of the District Prevention and Protection Plan, identify and implement subcommittees, set priorities for future functional annex development, and coordinate equipment, training, and exercise requirements across agencies.

4.1.2 Mitigation

The Mitigation mission area focuses on the capabilities necessary to reduce loss of life and property by decreasing the impact of disasters and emergencies in the District.

4.1.2.1 Mission Area Statement

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

4.1.2.2 Planning

The purpose of mitigation planning is to recognize potential hazards in a community, determine their impacts (exposure and vulnerabilities), and identify actions that can be taken to reduce and/or eliminate the impacts. Communities must look at all hazards in their community and make sure their proposed actions do not create or exacerbate impacts from another hazard. Mitigation planning must include all members from the entire community to ensure it is comprehensive and considers all perspectives of the community. The District's mitigation efforts are captured in the *2013 District HMP* and the *Mitigation Base Plan*. The *Mitigation Base Plan* will be developed as an operational plan that describes the District's concept of operations for the Mitigation Program.

The *2013 District HMP* establishes the approach for execution of hazard identification and risk analyses, systematic hazard management, and implementation of hazard reduction and avoidance measures for the District. The *2013 District HMP* documents the strategy utilized by the District to promote disaster resistance by breaking the damage cycle and reducing the impact of hazards and their consequences on residents, communities, businesses, commuters, and tourists. The *2013 District HMP* assists the District in coordinating actions to minimize or eliminate human suffering and property loss associated with hazards and the resulting disasters. It provides further information regarding roles and responsibilities and identifies the critical tasks the District will take in executing mitigation actions. The concepts and principles in the Framework and the Mitigation Mission Area Statement guide District mitigation planning.

4.1.2.3 Organization and Coordinating Structures and Integration

The District Hazard Mitigation Officer (DHMO) established the Hazard Mitigation Working Group (HMWG) in 2013 to present an initial multi-disciplinary unified approach to coordinating hazard mitigation planning. The HMWG continues to afford the mitigation program critical perspectives into the referenced sectors in satisfying its two core goals:

- (1) Validate perceived hazards; and,
- (2) Conduct feasibility reviews of and prioritize mitigation measures (plans/projects).

Table 4-1 identifies the members of the HMWG and their agency or organization’s mission.

Agency	Mission/Function
HSEMA	Support and coordinate homeland security and emergency management efforts, ensuring that emergency operations in the District of Columbia are prepared to protect against, plan for, respond to, and recover from natural and man-made hazards.
Department of Consumer and Regulatory Affairs	Protect the health, safety, economic interests, and quality of life of residents, businesses, and visitors in the District of Columbia by ensuring code compliance and regulating business.
DC Water	Provide constituents and businesses of the greater Washington area with outstanding service by providing reliable and cost-effective water and wastewater services in accordance with best practices.
District Department of the Environment	Improve the quality of life for the residents and natural inhabitants of the nation’s capital by protecting and restoring the environment, conserving natural resources, mitigating pollution, and educating the public on ways to secure a sustainable future.
District Department of Transportation	Develop and maintain a cohesive sustainable transportation system that delivers safe, affordable, and convenient ways to move people and goods while protecting and enhancing the natural, environmental, and cultural resources of the District.
Department of General Services	Elevate the quality of life for the District of Columbia Government with superior resilient construction, first-rate maintenance, and expert real estate management.
Department of Public Works	Provide environmentally healthy municipal services (sanitation, parking, and fleet management) that are both ecologically sound and cost effective.
Office of Planning	Guide development of the District of Columbia, including the preservation and revitalization of our distinctive neighborhoods, by informing decisions, advancing strategic goals, encouraging the highest quality outcomes, and engaging all communities.

Agency	Mission/Function
Office of the Chief Technology Officer	Direct the strategy, deployment, and management of DC government technology with an unwavering commitment to information technology excellence, efficiency, and value for government, residents, businesses, and visitors.

Table 4-1. Hazard Mitigation Working Group

The Mitigation Program plans to expand and encompass additional government, private, non-governmental organizations, and academia stakeholders. The improved stakeholder coordination framework will augment the program’s provision of services. When appropriate, all members of the HMWG share responsibility for advertising the formation of the group and its mission and soliciting support.

The DHMO will incorporate the HMWG into a District of Columbia Emergency Response System (DCERS) Mitigation Working Group once this structure is established. Formed in 2013, DCERS supports a collaborative approach to coordinated preparedness, response, mitigation, and recovery across discipline boundaries during day-to-day emergencies and multi-disciplinary incidents through strategic planning, policy, priority-setting, resource management, information sharing, training, and exercise. See **Section 5.1.1.2** on page **41** for additional information on the DCERS.

4.1.3 Response

The Response mission area provides guidance on how to enhance the District’s capabilities to effectively respond to all types of disasters and emergencies. The mission area unifies and coordinates efforts of District departments and agencies, non-governmental and voluntary organizations, regional, and federal partners involved in response with the goal of protecting life and property and ensuring public safety.

4.1.3.1 Mission Area Statement

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

4.1.3.2 Planning

Within the Response Mission Area, the Framework is supported by the *DRP*. The concepts and principles in the Framework and the Response Mission Area Statement guide District response planning and the update to the *DRP*. The *DRP* is the Response Mission Area base plan, which provides further information regarding roles and responsibilities and identifies the critical tasks the District will take in executing response operations. It unifies and coordinates efforts of District agencies and departments, non-governmental and voluntary organizations, and regional and federal partners involved in emergency management and homeland security with the goal of protecting life and property and ensuring public safety.

The *DRP* is designed to support the Framework. The plan categorizes the District agencies and departments that are involved in homeland security and emergency management into functional areas according to capabilities, skills, resources, and authorities. Using this functional categorization, the *DRP*

outlines how resources will be leveraged and implemented and how federal, regional, private sector, and nonprofit partners will be engaged for support as incident conditions warrant.

The *DRP* is supported by a number of tactical level plans, such as the State Operations Guide and the Field Operating Guide.

4.1.3.3 Organization and Coordinating Structures and Integration

Response coordination activities occur on a daily basis within the District. These include routine events such as fires, law enforcement responses, and emergency medical services calls. These also include planning, training, and exercise activities that occur during the steady state.

4.1.3.3.1 Standard Coordination Structure

As further discussed in **Section 5.1.1.2**, the DCERS coordinates the District’s planning, training, and exercise efforts during the steady state. Within the DCERS are subcommittees for both planning and training/exercises (see Figure 4-2).



Figure 4-2: DCERS Working Group

4.1.3.3.2 Enhanced Coordination Structure

When a significant incident occurs, the District will move to an elevated coordination structure which will include activating the District’s Emergency Operations Center (EOC) to coordinate District response efforts. The EOC has three operational stages:

- **Stage One.** EOC Stage One operation or EOC (1) is the minimum level of activation. EOC (1) is active at all times and encompasses watch activities that are conducted on a regular basis 365 days a year regardless of the activation stage. This stage is active in all steady-state conditions and encompasses the EOC’s day-to-day operations, including coordination of regularly occurring and non-critical incidents and alerting related to these incidents. These operations are governed by the *Joint All-Hazards Operations Center Standard Operating Procedures*.
- **Stage Two.** During Stage Two or EOC (2), incident response will be handled by local District resources and/or NCR resources and existing mutual aid agreements. During this stage, the EOC may activate additional personnel to coordinate the response and provide the necessary resources.
- **Stage Three.** During Stage Three operations or EOC (3), the EOC management teams and all Emergency Liaison Officers are activated. The response needs of the incident may also require

significant federal involvement, including coordination with federal entities and the use of/request for federal resources. This stage is considered full activation of the EOC.

4.1.4 Recovery

The Recovery mission area reinforces a clear delineation between response and recovery and moves beyond including recovery as a response Emergency Support Function (ESF). The mission area outlines an approach to assist the District more efficiently and effectively organize and operate recovery efforts from events that have impacts on the physical, social, emotional, economical, and natural environments.

4.1.4.1 Mission Area Statement

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

4.1.4.2 Planning

The primary goal of recovery planning is to identify what impact a major disaster will have on a community's residents, homes, infrastructure, economy, and environment. The secondary goal is to develop processes and procedures to ensure that the community can rebuild safer and stronger. The District must look at all hazards in their communities to make sure all types of recovery challenges are recognized. Recovery planning must include all members from the entire community, ensuring recovery planning is comprehensive and considers all perspectives of the community. There are two forms of recovery planning: (1) planning that happens before a disaster (pre-disaster) and (2) planning that happens after a disaster (post-disaster).

Pre-disaster recovery planning provides a platform for initial recovery decisions. During pre-disaster recovery planning, the District systematically anticipates the consequences of specific threats, risks, and hazards. Pre-disaster recovery planning helps to guide the recovery process by establishing recovery goals and objectives and strategizing how to achieve those goals and objectives. The District's pre-disaster recovery planning efforts engage voluntary, faith-based and community organizations; businesses; and District government partners, including FEMA and other federal departments and agencies. By engaging District partners and other members of the Whole Community, pre-disaster planning will result in the establishment of recovery goals and objectives and incorporation of hazard mitigation strategies, and articulate post-disaster options based on a wide variety of resources and programs that may support the District's recovery requirements.

Post-disaster recovery planning puts complex decisions in the context of the actual disaster situation and provides a basis for allocating recovery resources and marshaling the specific programs and services needed to restore the District to a pre-disaster state at a minimum and ideally to enable the areas affected by the incident to build back stronger and to be more resilient to future risks, threats, and hazards.

Within the Recovery Mission Area, the Framework is supported by the *DRBP*. The concepts and principles in the Framework and the Recovery Mission Area Statement guide District recovery

planning. The *DRBP* is the Recovery Mission Area base plan, whose purpose is to outline an approach to assist the government, non-governmental organizations, and the private sector to more efficiently and effectively organize and operate recovery efforts from events that have impacts on the physical, social, emotional, economical, and natural environments. The *DRBP* anticipates the potential impacts disaster events will have on the District's residents, workforce, visitors, homes, businesses, infrastructure, economy, and environment, and presents processes and procedures to ensure an efficient and effective recovery effort that will result in a safer and stronger community. The *DRBP* builds upon existing recovery practices and procedures, delineates roles and responsibilities during recovery operations, and provides valuable insight to the potential issues and complexities that may be faced after disaster events. The desired end state is to create a dynamic, flexible, and scalable recovery operation, incorporating all key stakeholders, that builds on existing District recovery operations to provide a more holistic and comprehensive approach to ensure a successful recovery. The hallmarks of a successful District recovery include the following:

- Overcoming physical, emotional, and environmental impacts of the disaster;
- Re-establishing the District's economic and social base;
- Rebuilding by reducing vulnerability to future disasters and integrating the needs of the District's residents, workforce, and visitors; and,
- Demonstrating the capability to be prepared, responsive, and resilient.

4.1.4.3 Organization and Coordinating Structures and Integration

The District will utilize its standard recovery structure (described below) for recovery from disaster events with impacts that will require focused efforts on repair rather than rebuilding or providing larger-scale services to survivors. If the impact of the event is beyond the scope of capabilities of this standard structure, the recovery organization will expand to include elements of an enhanced structure (see **Figure 4-3**). These structures are detailed in the below sections. Additionally, information about the Recovery Working Group, which will work on pre-disaster preparedness actions, is included in the sections below.

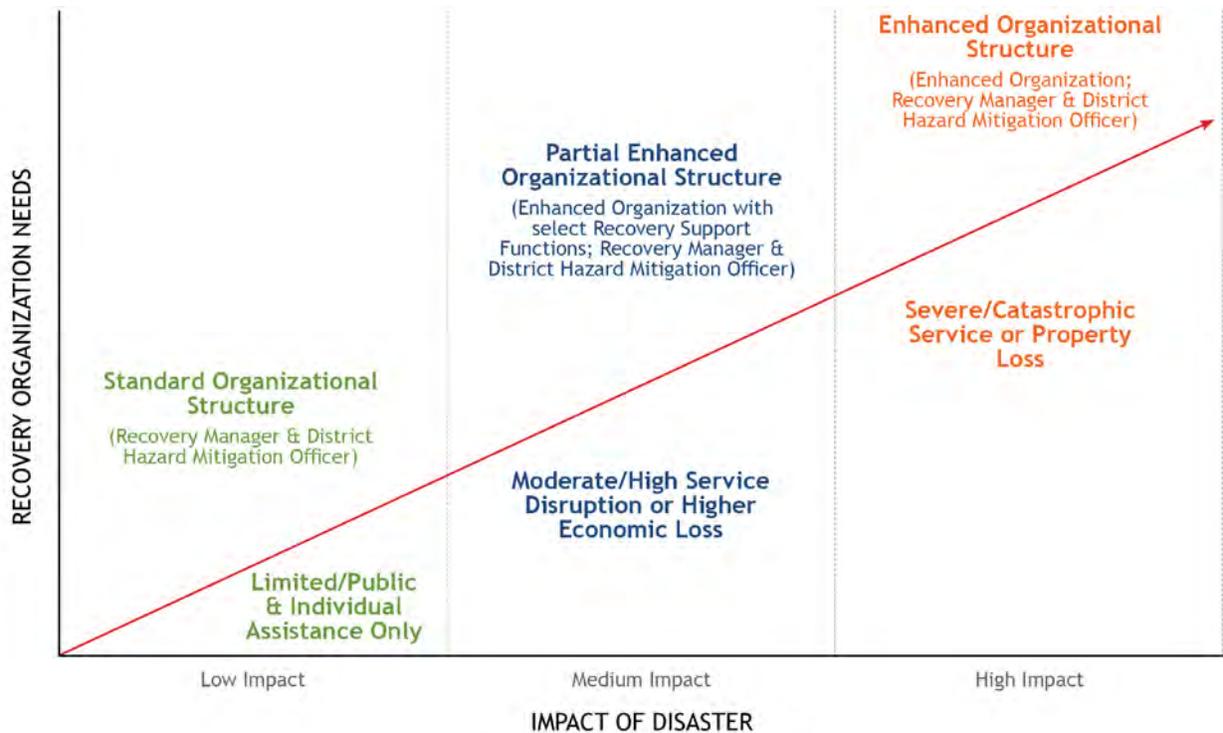


Figure 4-3: Transition of Recovery Organization Based on Disaster Impacts

4.1.4.3.1 Standard Coordination Structure

The District has a Recovery Manager, a Deputy Recovery Manager, and DHMO who are responsible for recovery coordination efforts. In the case of a Stafford Act incident, all recovery assistance, including administration of Public Assistance, Individual Assistance, and Hazard Mitigation grant and technical support programs, will be provided through this structure to and coordinated with District departments and agencies to meet identified mission critical tasks.

4.1.4.3.2 Enhanced Coordination Structure

As the impact of a disaster escalates, there may be a need for additional coordination and resources to meet the recovery needs of the District. This will require that the recovery structure expand to meet the increased need. This enhanced structure will build upon the existing District’s recovery structure, while ensuring that it is dynamic, scalable, flexible, and capable of meeting the needs of disaster events. In order to be successful, the organizational structure must also leverage existing experienced and qualified District department and agency staff who routinely handle the mission critical tasks.

The enhanced recovery organization will be structured in such a manner as to ensure that recovery dependencies and interdependencies are addressed and simultaneously worked to eliminate obstacles and challenges to complete assignments. For significant disaster events requiring the enhanced structure, a Recovery Steering Committee will be established and a District Disaster Recovery Coordinator will be appointed.

The Consequence Management Team will transition its strategic oversight of the tasks and challenges pertaining to recovery to the Recovery Steering Committee. The Recovery Steering Committee will set disaster event priorities, identify timelines to meet mission critical task targets, and monitor the progress

on goals and objectives. The goals and objectives will be completed through mission critical task-oriented Recovery Support Functions. The District Disaster Recovery Coordinator will provide the day-to-day management and coordination to meet the mission critical tasks, and will be the primary liaison to the Federal Disaster Recovery Coordinator.

4.1.4.3.3 Recovery Working Group

The DCERS Committee Recovery Working Group will be established and consist of points of contact from every District agency and organization with a primary and supporting role in achieving recovery mission critical tasks. The Recovery Manager, Deputy Recovery Manager, and DHMO will provide coordination support along with the HSEMA Preparedness Planning Division to the Working Group to determine the priority of projects and actions to take in coordination with the DPS in order to enhance the District's recovery capabilities.

4.2 Supporting Equipment and Systems

No jurisdiction or region can address every possible hazard or close all of its priority capability gaps at once. As such, the District engages in a strategic planning process based upon actual risk and priority needs. This approach takes into account the threats and hazards that pose the greatest risk to the District, the capabilities most needed to address those threats and hazards, and the most significant gaps in those priority capabilities. These factors are then blended with any prior and ongoing projects that require sustainment, and any federal guidance or requirements for a particular funding cycle. The result is a strategic approach that uses scarce resources to first sustain current priority programs and capabilities, and second, close gaps in priority capabilities needed to address the highest risk hazards.

The initial step in the District's process is the use of the District THIRA. The THIRA uses the District's risk and capabilities data to identify high-risk threats and hazards and then set capability targets that the District should strive towards based on those man-made hazard, natural hazard, and technological hazard scenarios that pose a significant risk to the District. These threats, hazards, and capability targets then help inform the capabilities assessment process used for the State Preparedness Report (SPR) and later the goals, objectives, and implementation steps in the *District Homeland Security and Emergency Management Strategy*.

The goals and objectives represent not only the priorities of the District but also the District's implementation of national level policy. The District's goals and objectives serve as the core for what the District will seek to achieve over the years in the mission areas of prevention, protection, mitigation, response, and recovery. The goals and objectives represent the culmination of integrating risk and capabilities assessment data by establishing specific implementation steps that are designed to achieve or maintain capability outcomes in those capabilities that are most relevant based on the District's risk and capability profile as outlined in the THIRA and SPR.

The purpose of aligning objectives in the *District Homeland Security and Emergency Management Strategy* and guiding principles of Framework with risk and capability needs identified in the THIRA and SPR is to ensure that there is a comprehensive approach that drives the process to define and prioritize grant and other funded projects to achieve the District's risk based capability targets.

Each District goal and related objective is implemented through a series of systems and equipment or resource elements divided among the elements of capability: plans, organization, equipment, training, and exercises (POETE). The POETE resource elements include what resources are needed for the District to achieve its goals and objectives. Using the POETE method allows the District to plug its resource requirements directly into the FEMA budget and grant investment justification templates, allowing for a seamless and integrated process from start to finish.

4.3 Training and Exercises

Ensuring that all personnel across the Whole Community have the skills they need to perform their assigned homeland security functions is essential to preparedness. Whether preventing attacks by identifying and pre-empting terrorist threats, organizing public and private sector partners to build the District's resilience through mitigation and recovery planning, or responding immediately to save lives and protect property and the environment when an actual incident occurs, the persons who have these responsibilities must train and exercise regularly to ensure that they acquire and sustain the knowledge and skills they need to perform their vital responsibilities. In addition to ensuring individual competencies, it is equally important that personnel in various disciplines and various mission areas, are prepared to work together smoothly since homeland security and the District's preparedness depends on the integration and interoperability of the capabilities of all partners and all mission areas.

To support this requirement, the District has created and maintains a multiyear Training and Exercise Plan. The plan provides a schedule for homeland security and emergency management-focused training and exercises available for District stakeholders. The plan is informed by subject matter experts and reflects lessons learned from exercises and real world incidents, the District THIRA, the District SPR, and the *District Homeland Security and Emergency Management Strategy*.

In addition to professional and volunteer personnel, individuals and families are actually the first line of defense in homeland security. District residents are included in training plans to ensure that everyone has opportunities to learn how to be vigilant, how to report potential threats, and how to keep themselves and their families safe from all types and risks and hazards.

Engaging all District emergency management and homeland security stakeholders is key to the development and implementation of this Training and Exercise Plan. This broad participation helps to ensure that all disciplines and mission areas have access to the training and exercises they need and that the various elements of the District's homeland security enterprise are able to work together effectively when the need arises. Effective training and education improve the District's capacity to deliver core capabilities, reduces gaps, and ensures that these stakeholders understand and can perform their roles and responsibilities as defined in pertinent preparedness plans, policies, or procedures.

5.0 ROLES AND RESPONSIBILITIES



Figure 5-1. District Whole Community

District preparedness actions. The EPC meets quarterly and is comprised of representatives from all ESF primary agencies as well as regional organizations, such as the DC Hospital Association, DC Water (formerly known as the DC Water and Sewer Authority), the Metropolitan Washington Area Transit Authority, and the American Red Cross.

The EPC is co-chaired by the Deputy Mayor for Public Safety and Justice and the HSEMA Director and staffed by HSEMA. Specifically, the EPC is charged with:

- Continually reexamining the overall state of emergency and disaster readiness of the District of Columbia;
- Providing access to a network of District agency expertise to make the District of Columbia government a national leader in comprehensive emergency management; and
- Making recommendations on improving District homeland security and emergency management infrastructure, including coordinating planning, response, and recovery from emergency and disaster events as well as emerging threats.

5.1.1.2 District of Columbia Emergency Response System

The DCERS supports District departments and agencies in developing, refining, and expanding the District’s Prevention and Protection, Mitigation, Response, and Recovery capabilities. DCERS is chaired by the HSEMA Director and comprised of representatives from those District departments and agencies that have primary and support responsibilities for ESFs, representatives from the lead agencies for preparedness mission area subcommittees, and representatives of each DCERS working group who will make recommendations on programmatic priorities and funding.

DCERS serves as a collaborative partnership between relevant District government agencies and the private sector to bolster emergency management and homeland security capacity through the integration of plans, training, exercises, resource allocation, information-sharing, and program

The District Preparedness Goal cannot be achieved by a single District department or agency. It will require the District’s Whole Community—including District departments and agencies; individuals and communities; nongovernmental organizations; the private sector; special districts/authorities, the Federal government, and regional entities—working together in a collaborative environment.

5.1 District Government

5.1.1 Implementing Groups

5.1.1.1 Emergency Preparedness Council

The Mayor’s Emergency Preparedness Council monitors, evaluates, and oversees implementation of

management. DCERS makes recommendations to the EPC regarding programmatic areas and projects that should be funded and capabilities that should be strengthened within the District. DCERS supports the District and NCR by providing services including but not limited to:

- Grant and funding guidance;
- Training, policy, and process coordination;
- Inventory and procurement for medical surge;
- Citizen preparedness and outreach;
- Regional logistic improvement;
- Operational plans, standard operating procedures, and manual updates;
- Regional public health planning;
- Medical reserve corps training and coordination;
- Recovery resource planning; and,
- Law and policy guidance and integration.

DCERS also coordinates closely with its NCR neighbors and regional partners in Maryland and Virginia.

5.1.2 Advisory Groups

5.1.2.1 DC Homeland Security Commission

The DC Homeland Security Commission (HSC) was established by the Homeland Security, Risk Reduction, and Preparedness Amendment Act of 2006. The core function of the DC HSC is to make recommendations for improvements in security and preparedness in the District. Specifically, the DC HSC is tasked with gathering and evaluating information on the status of homeland security in the District, measuring progress and gaps in homeland security preparedness, recommending security improvements priorities in consultation with major public and private entities, and advising the District government on the homeland security program.

The DC HSC consists of seven members including experts in the areas of security, transportation, communication, chemical safety, risk assessment, terrorism (including bioterrorism), or occupational safety and health. They are nominated by the Mayor and confirmed by the Council for three year terms.

5.1.2.2 Local Emergency Planning Committee

The District Local Emergency Planning Committee (DCLEPC) monitors and informs the public about the use of hazardous chemicals in the District of Columbia. It is composed of emergency planning specialists, business leaders, and representatives from institutions of higher education, environmental organizations, chemical trade and professional associations, utility companies, District and federal government agencies, and the media. The group meets every two months to discuss emergency planning. The DCLEPC provides a forum for discussing both general and agency-specific issues related to preparedness among a range of stakeholders in the District's emergency operations planning and operations processes.

5.1.3 Function-Specific Groups

Within the District, every department or agency has a role in the DPS. **District Function-Specific Groups** provides a listing of department and agency roles by mission area. The agency types/roles are defined in the sections below.

5.1.3.1 *Coordinating Agency*

A coordinating agency provides leadership, coordination, and oversight for a particular mission area, support function, or other organizational structure. Coordinating agencies are designated because they have statutory responsibility or requisite expertise and resources to enable them to meet their programmatic or regulatory responsibilities. The coordinating agency ensures ongoing communication and coordination between the primary, support, and cooperating agencies, and between the federal and regional, non-profit, and private sector organizations.

5.1.3.2 *Primary Agency*

The primary agency is a District agency with significant authorities, roles, resources, or capabilities for a particular mission area, support function, or other organizational structure. Primary agencies orchestrate support within their area.

5.1.3.3 *Supporting Agency or Organization*

Support agencies or organizations are those entities with specific capabilities or resources that support the primary agency in executing the mission of the mission area, support function, or other organizational structure.

5.1.3.4 *Cooperating Agency*

Cooperating agencies augment preparedness operations with specialized expertise and resources. These agencies provide services that align with the work of the mission area, support function, or other organizational structure.

5.2 Individuals and Communities

Individuals and communities play an important role. For example, individuals, families, and households can serve as a force multipliers by identifying and reporting potential terrorism-related information to law enforcement. The District should work with communities to find ways in which they can support District preparedness initiatives.

The District will continue to promote and support preparedness across the Whole Community, for example by encouraging individuals, families, and households to assemble emergency go kits and to create family/household emergency plans. District leaders can also encourage individuals to contribute to the community preparedness and resilience by volunteering with emergency organizations (e.g., the local chapter of the American Red Cross, Medical Reserve Corps, or Community Emergency Response Teams) and by completing emergency response training courses. During an actual disaster, emergency, or threat; individuals, households, and families can support response and recovery efforts simply by monitoring emergency communications, following the instructions provided by authorities, and ensuring that neighbors do the same.

5.3 Nongovernmental Organizations

Nongovernmental organizations (NGOs) and nonprofit organizations also play an important role in the District's preparedness efforts. NGOs include voluntary, racial and ethnic, faith-based, veteran-based, and nonprofit organizations that provide sheltering, emergency food supplies, and other essential support services. NGOs are inherently independent and committed to specific interests and values. These interests and values drive the groups' operational priorities and shape the resources they provide. They can augment government efforts and provide specialized services to groups such as children, individuals with disabilities and others with access and functional needs, ethnically and racially diverse communities, people with limited English proficiency, and animal owners, including household pets and service animals.

Examples of NGO contributions include:

- Training, educating, and managing community and volunteer resources;
- Sharing information by identifying and reporting potential terrorism-related information to law enforcement;
- Representing communities or other groups in policy decisions;
- Identifying physically accessible shelter locations and needed supplies to support those displaced by an incident;
- Providing emergency commodities and services, such as water, food, shelter, assistance with family reunification, clothing, and supplies for post-emergency cleanup;
- Supporting the evacuation, rescue, care, and sheltering of animals displaced by the incident;
- Providing search and rescue, transportation, and logistics services and support;
- Identifying those whose needs have not been met and helping to provide assistance;
- Providing health, medical, mental health, and behavioral health resources;
- Assisting, coordinating, and providing disability-related assistance and functional needs support services; and,
- Providing language assistance services to individuals with limited English proficiency.

While NGOs can support District capabilities, they may also require assistance from the District. During preparedness efforts, District agencies must consider NGO needs if the NGOs are going to be used to support District initiatives.

5.4 Private Sector

The private sector includes large, medium, and small businesses; commercial, private cultural, and educational institutions; healthcare and childcare providers; utilities and industry; and public/private partnerships and other non-governmental service providers. These entities are integral parts of the District, and their perspectives and participation in preparedness efforts is indispensable. Their involvement throughout the preparedness cycle strengthens the District's resilience by helping to sustain economic vitality and ensuring the continued delivery of goods and services in the aftermath of a disaster. Some businesses play an essential role in protecting critical infrastructure systems and

implementing plans for the rapid reestablishment of normal commercial activities and critical infrastructure operations following a disruption. In many cases, private sector organizations have immediate access to commodities and services that can support incident response, making them key potential contributors of resources necessary to deliver the core capabilities.

Examples of key private sector activities include:

- Identifying and reporting potential terrorism-related information to law enforcement;
- Addressing the response needs of employees, infrastructure, and facilities;
- Protecting information and maintaining the continuity of business operations;
- Planning for, responding to, and recovering from incidents that impact their own facilities;
- Collaborating with emergency management personnel to determine what assistance may be required and how they can provide needed support;
- Contributing to communication and information sharing efforts during incidents;
- Planning, training, and exercising their capabilities;
- Providing assistance specified under mutual aid and assistance agreements;
- Contributing resources, personnel, and expertise; and,
- Receiving and sharing information about the status of the community.

5.4.1 Business Emergency Management Operations Center

The resiliency of a community is directly linked to how quickly goods and services begin to flow to the impacted area. Based upon lessons learned, the District established a Business Emergency Management Operations Center (BEMOC) in order to build a collaborative partnership between the District government and the private sector serving or operating in the District. The BEMOC provides a mechanism for the District and Federal governments to formally interface with the private sector. This linkage is crucial in facilitating timely coordination, information dissemination, and emergency response and recovery efforts, particularly during catastrophic incidents.

The BEMOC is located adjacent to the District’s EOC to enhance existing incident management capabilities. When activated, the BEMOC houses the private sector stakeholders, representing commerce/trade, hospitality, facility and/or building security management, retail, wholesale, and construction industries. It is organized into five sectors—Food, Financial, Fuel, Hospitality, and Commercial Real Estate. Each sector has a liaison which coordinates information flow between the sectors and the EOC.

5.5 Regional Entities

As stated in **Section 3.1.3**, MWCOG has established networks among federal, state, and local governments near the District, and has established the NCREPC to address regional preparedness needs. Separate from the DC EPC, the NCREPC is an advisory board that derives its authority from a Charter adopted by the MWCOG Board on November 13, 2002. The NCREPC makes policy recommendations to the MWCOG Board through the Public Safety Policy Committee and makes procedural or other recommendations to the MWCOG Board or, through the MWCOG Board, to

various regional agencies with emergency preparedness responsibilities or operational response authority.

The NCREPC is comprised of:

- Six elected officials representing MWCOG member jurisdictions: two each from the District of Columbia, the State of Maryland, and the Commonwealth of Virginia;
- Chairs of the MWCOG professional and technical committees of chief administrative officers, police chiefs, fire chiefs, public health officers, emergency management administrators, and other internal MWCOG committees involved in disaster preparation and response;
- Directors of emergency management agencies and departments of the District of Columbia, the State of Maryland, and the Commonwealth of Virginia;
- Representatives of the Departments of Transportation of the District of Columbia, the State of Maryland, and the Commonwealth of Virginia;
- Chairs or other designees of the Homeland Security Councils of the District of Columbia, the State of Maryland, and the Commonwealth of Virginia;
- MWCOG’s Executive Director; and,
- Representatives of such institutions and agencies of the Federal government and organizations representing the private, quasi-public, and non-profit sectors as may be designated jointly by the NCREPC Chair and the MWCOG Board Chair, and invited to participate, such as the Department of Homeland Security, the Office of Personnel Management, FEMA, the General Services Administration, the Washington Metropolitan Area Transit Authority, the Greater Washington Board of Trade, and the Non-Profit Roundtable of Greater Washington.

Other regional working groups include (see **Figure 5-2**):

- **NCR Senior Policy Group (SPG) Homeland Security.** The top homeland security committee comprised of state and DHS representatives.
- **Chief Administrative Office (CAO) Homeland Security Executive Committee Homeland Security.** This subcommittee of the CAOs works closely with the SPG to manage homeland security programs in the National Capital Region.
- **NCR Critical Infrastructure Protection (CIP) Working Group Homeland Security.** The NCR CIP working group is organized with equal

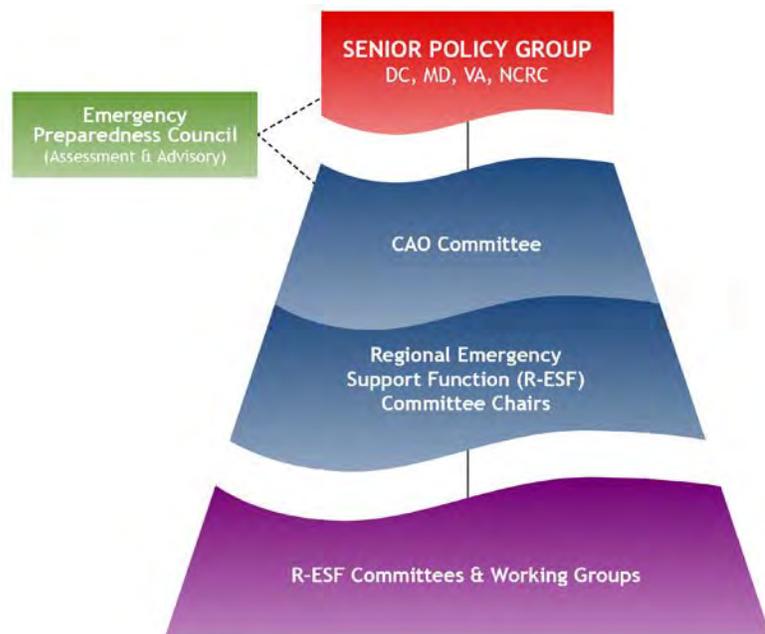


Figure 5-2. MWCOG NCR Organizational Structure

representation from Maryland, Virginia, District of Columbia, and the Office of National Capital Region Coordination (ONCRC). The committee has taken responsibility for coordinating the development and execution of the regional CIP strategy that builds on the utilization of non-UASI funding awarded prior to the development of the current UASI program.

- **NCR Executive Interoperability Committee (NEIC) Homeland Security.** The NCR Interoperability working group provides oversight in the development of a secure/private technology infrastructure required to facilitate interoperability for voice, data, and video across the NCR, as well as interconnecting emergency operation centers, public safety communication centers (911 operations), other public safety/emergency management offices, and first responder field/mobile operations.
- **NCR Exercise and Training Oversight Panel (ETOP) Homeland Security.** The SPG and the CAOs jointly appointed an NCR ETOP to manage training in the NCR.
- **NCR State Administrative Agent (SAA) Homeland Security.** The Office of Homeland Security within the District has been created to serve the region's needs. The purpose of the NCR SAA is to provide, by agreement with all participants, comprehensive grant oversight at the regional level.

The NCREPC oversees and implements the *Regional Emergency Coordination Plan (RECP)*; coordinates activities of the various Regional Emergency Support Function (R-ESF) Working Groups as they develop specific procedures and relationships; oversees the development of annexes and establishes such additional annexes as may be desirable; develops training or tests of various components of regional emergency preparedness in conjunction with MWCOG's CAO.

5.5.1 Regional Emergency Coordination Plan

The purpose of the *RECP* is to provide a structure where the NCR can collaborate on planning, communication, information sharing and coordination activities before, during, and after a regional emergency. The scope of the plan is deliberately broad, including the activities and capabilities of all organizations, government, and business that might have a role in anticipating or responding to major threats or hazards in the region. The plan is scalable, allowing for an appropriate level of coordination and information exchange to deal with a regional emergency.

The *RECP* design is based on the functional structure of the National Response Framework ties into NIMS. The Base Plan covers the purpose, scope, roles and relationships among member organizations as they relate to regional communication, coordination, and information sharing. The centerpiece of this planning effort has been the creation of the Regional Incident Communication and Coordination System (RICCS) and the Regional Incident Tracking System (WebEOC). The Plan also describes how the RICCS will facilitate the process of regional communication, coordination and regional information sharing.

5.5.2 Regional ESF Committees

The *RECP* contains R-ESF annexes that identify organizations with resources and capabilities that align with a particular type of assistance or requirement frequently needed in a large-scale emergency or disaster. The R-ESFs can include any regional stakeholder with a supporting relationship to the

specified function (i.e. emergency management stakeholders are included within R-ESF #5 Emergency Management). The R-ESF structure of the *RECP* parallels the ESF structure of the *DRP*. Each R-ESF has a committee that supports the development of plans, training, and exercises for that R-ESF.

5.5.3 National Capital Region Mutual Aid

The *Intelligence Reform and Terrorism Prevention Act of 2004* authorized the creation of mutual aid agreements between Maryland, Virginia, and the District of Columbia for the purpose of responding to or mitigating any emergency in the NCR. The NCR Mutual Aid Agreement (NCR-MAA) supports all mutual aid generally provided between and among units of NCR jurisdictions, including, but not limited to police, fire, emergency management, public health, public works, and transportation. All 21 participating jurisdictions have executed the NCR-MAA.

5.6 Federal Government

When an incident occurs, Federal agencies and organizations may support the District’s response and recovery efforts through authorities such as the Robert T. Stafford Emergency Assistance and Disaster Relief Act (for natural and human-caused disasters and emergencies) and the National Contingency Plan (for oil and hazardous materials spills).

In order to for the District to receive federal assistance under the Stafford Act prior to, during, or following a significant incident, the Mayor, or the Acting Mayor in his/her absence, must request an emergency or major disaster declaration. The Mayor submits the request to the President through FEMA. The basis for the request will be that:

- The situation is of such severity and magnitude that effective response is beyond the capabilities of the District; and
- Federal assistance under the Stafford Act is necessary to supplement the efforts and available resources of the District, disaster relief organizations, and compensation by insurance for eligible disaster-related losses.

If the President determines assistance under the Stafford Act is necessary, the Mayor, designates “a State coordinating officer for the purpose of coordinating State and local disaster assistance efforts with those of the Federal government.” For the purposes of a Stafford Act major disaster or emergency declaration, the Director of HSEMA is the District’s designated State Coordinating Officer (SCO).

The Stafford Act, as amended, focuses on:

- Federal Disaster Assistance: FEMA coordinates assistance provided directly by the Federal government in response to declared disasters and emergencies.
 - Public Assistance Program: provides federal grants of “not less than 75%” of the cost of certain emergency costs and of the “repair, restoration, reconstruction, or replacement” of eligible public facilities and certain non-profit facilities.
 - Individual and Housing Assistance: provides funding for, and in some cases supplies, temporary housing for displaced households; provides for federal funding of “immediate needs” of affected individuals and families.



- Post-Disaster Mitigation Programs, particularly the Hazard Mitigation Grant Program
Emergency preparedness planning and exercising authorities.

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6.0 FRAMEWORK DEVELOPMENT, IMPLEMENTATION, AND MAINTENANCE

6.1 Development

6.1.1 Planning Team

The District identified a core planning team from HSEMA to develop the core elements of the Framework and work with other planning teams as the *District Homeland Security and Emergency Management Strategy*, District Prevention/Protection program, District Mitigation program, *DRP*, and *DRBP* were developed, enhanced, or updated.

6.1.2 Planning Process

The Planning Team began developing the Framework in January 2014 and utilized a six step process based upon guidance set forth in *Comprehensive Planning Guide (CPG) 101*. Step 1 of the process was the development of the Planning Team.

6.1.2.1 Step 2. Analyze the Requirements

The Planning Team begin with an assessment of the relevant District plans and documents, the National Preparedness System (NPS) and its supporting documents—as well as the Maryland Emergency Preparedness Program as a best practice implementation of the NPS at the state level—in order to develop an initial System and Framework for the District. The System and the Framework were customized for the District in order to incorporate subject matter knowledge, best practices, and lessons learned from the development of both the national and Maryland systems.

6.1.2.2 Step 3. District Preparedness Goal, Guiding Principles, and Mission Area Statements

Based upon the findings of Step 1, the Planning Team developed a draft District Preparedness Goal, Guiding Principles, and Mission Area Statements. During a facilitated workshop, these were presented to DC EPC and DCERS stakeholders for review and comment. Following the workshop, the District Preparedness Goal, Guiding Principles, and Mission Area Statements were further vetted by the Planning Team and the planning teams developing other District strategic and operational plans.

6.1.2.3 Step 4. Framework Development

In order to develop the Framework document, the Planning Team developed a detailed outline that mapped out each section and subsection of the document. Once concurrence was achieved, the Framework was drafted that supported the District Preparedness Goal, Guiding Principles, and Mission Area Statements. Throughout the development process, the draft Framework was cross walked with relevant District plans and reviewed by various stakeholders so that suggested changes and comments could be incorporated.

6.1.2.4 Step 5. Framework Approval

The HSEMA Director reviewed and approved the Framework and provided it to the Deputy Mayors and City Administrator for signature.

6.2 Implementation

Implementation is part of the Step 6 within the planning process. The Framework will be provided to all District departments and agencies who have a role in preparedness. HSEMA will conduct briefings on the Framework in order to socialize the key features of the framework to District stakeholders.

6.3 Maintenance

Maintenance is the second half of Step 6 within the planning process. HSEMA is responsible for developing, maintaining, and distributing the Framework. At a minimum, the Framework will be reviewed annually and updated every four years or more frequently as required. All members of the EPC and other stakeholders as determined by HSEMA participate in the review and update process.

6.3.1 Change Management

Changes will include additions of new or supplementary material or deletions of outdated information. No proposed change should contradict or override authorities or other plans contained in statute or regulation. All requests for changes will be submitted to HSEMA for coordination, approval, and distribution. Any District department or agency may propose and develop a change to the Framework, and are encouraged to do so. Changes will be recorded within the Record of Changes section. HSEMA will make the updated versions of the Framework available to all stakeholders.

A. ACRONYM LIST

Acronym	Definition
AAR/IP	After Action Report/Improvement Plan
ACS	Auxiliary Communications Services
ANC	Advisory Neighborhood Commission
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ARF	Arson Task Force
BCA	Benefit-Cost Analysis
BDC	Bomb Data Center
BEMOC	Business Emergency Management Operations Center
BFE	Base Flood Elevation
BOMA	Building Owners and Managers Association
CA	City Administrator
CAMEO	Computer-Aided Management of Emergency Operations
CAP-SSSE	Community Assistance Program State Support Services Element
CBIRF	Chemical, Biological Incident Response Force
CBRN	Chemical, Biological, Radiological, Nuclear
CCP	Casualty Collection Point
CCTV	Closed Circuit Television
CDL	Commercial Driver License
CDU	Civil Disturbance Units
CEMP	Community Emergency Management Plan
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CERT	Community Emergency Response Team
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CFSA	Child and Family Services Agency
CI	Critical Infrastructure
CIC	Command Information Center
CIKR	Critical Infrastructure and Key Resources
CIMS	Crisis Information Management System
CIP	Critical Infrastructure Protection

Acronym	Definition
CISM	Critical Incident Stress Management
CJCC	Criminal Justice Coordinating Council
CMC	Command Management Center
CMT	Consequence Management Team
COA	Course of Action
COG	Continuity of Government
CONOPs	Concept of Operations
COOP	Continuity of Operations Plan
COP	Common Operating Picture
CPG	Comprehensive Preparedness Guide
CPO	Chief Procurement Officer
CRI	Cities Readiness Initiative
CRS	Community Rating System
CSCD	Cyber Security and Communications Division
CST	Civil Support Team
DAT	Disaster Action Team
DC	District of Columbia
DC Water	DC Water and Sewer Authority
DCCC	District of Columbia Chamber of Commerce
DCCO	District of Columbia Coordinating Officer
DCERS	District of Columbia Emergency Response System
DCHA	District of Columbia Hospital Association
DCHA	District of Columbia Housing Authority
DCHR	District of Columbia Department of Human Resources
DCLEPC	District of Columbia Local Emergency Planning Committee
DCMR	District of Columbia Municipal Regulations
DCNG	District of Columbia National Guard
DCOA	District of Columbia Office on Aging
DCPL	District of Columbia Public Libraries
DCPS	District of Columbia Public Schools
DCRA	Department of Consumer and Regulatory Affairs
DCVOAD	District of Columbia Volunteer Organizations Active in Disasters
DCWASA	District of Columbia Water and Sewer Authority

Acronym	Definition
DDOE	District Department of the Environment
DDOT	District Department of Transportation
DDOT TMC	District Department of Transportation Traffic Management Center
DDRC	District Disaster Recovery Coordinator
DENS	Domestic Events Network
DFIRM	Digital Flood Insurance Rate Map
DFS	Department of Forensic Sciences
DGS	Department of General Services
DHCD	Department of Housing and Community Development
DHHS	Department of Health and Human Services
DHMO	District Hazard Mitigation Officer
DHR	Department of Human Resources (District)
DHS	Department of Homeland Security (US)
DHS	Department of Human Services (District)
District	District of Columbia
DMAT	Disaster Medical Assistance Team
DMH	Department of Mental Health
DMME	Virginia Department of Mines, Minerals, and Energy
DMORT	Disaster Mortuary Response Team
DMV	Department of Motor Vehicles
DOC	Department of Corrections
DOC	Department Operations Center
DoD	Department of Defense
DOES	Department of Employment Services
DOH	Department of Health
DOI	Department of the Interior
DPR	Department of Parks and Recreation
DPW	Department of Public Works
DRP	District Response Plan
DSCA	Defense Support of Civil Authorities
DSLBD	Department of Small and Local Business Development
DWI	Disaster Welfare Information
DYRS	Department of Youth Rehabilitation Services

Acronym	Definition
EAS	Emergency Alert System
EBS	Emergency Broadcast System
ECC	Emergency Communications Center
ECO	Emergency Coordinating Officer
EEl	Essential Element of Information
EF	Enhanced Fujita
ELO	Emergency Liaison Officer
EM	Emergency Management
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EMI	Emergency Management Institute
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOM	Executive Office of the Mayor
EOP	Emergency Operations Plan
EOS	Emergency Operation Specialist
EPA	Environmental Protection Agency
EPC	Emergency Preparedness Council
ERS	Emergency Response System
ERT	Emergency Response Team
ERT-A	Emergency Response Team - Advance Element
ESF	Emergency Support Function
ESP	Essential Service Protection
EST	Emergency Support Team
ETA	Emergency Transportation Annex
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FDRC	Federal Disaster Recovery Coordinator
FEMA	Federal Emergency Management Agency
FEMS	Fire and Emergency Medical Services Department (District)
FHWA	Federal Highway Authority
FIRM	Flood Insurance Rate Map

Acronym	Definition
FMA	Fleet Management Administration
FMAP	Flood Mitigation Assistance Program
FMARS	Fire Mutual Aid Response System
FOG	Field Operating Guide
FOMA	Facilities Operations Maintenance Administration
FRMAC	Federal Radiological Monitoring and Assessment Center
GETS	Government Emergency Telecommunications Service
GIS	Geographic Information System
GSA	General Services Administration
GWUMC	George Washington University Medical Center
HAZMAT	Hazardous Materials
HAZUS-MH	Hazards US - Multi Hazard
HECC	Health Emergency Coordination Center
HFA	Housing Finance Agency
HIRA	Hazard Identification and Risk Assessment
HIVA	Hazard Identification and Vulnerability Assessment
HMA	Hazard Mitigation Assistance
HMARS	Hospital Mutual Aid Radio System
HMGP	Hazard Mitigation Grants Program
HMP	Hazard Mitigation Program
HMWG	Hazard Mitigation Working Group
HSEEP	Homeland Security Exercise and Evaluation Program
HSEMA	Homeland Security and Emergency Management Agency
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive
HUD	Housing and Urban Development
HVA	Hazard Vulnerability Assessment
IA	Individual Assistance
IAP	Incident Action Plan
IBC	International Building Code
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System

Acronym	Definition
IED	Improvised Explosive Device
IMAT	Incident Management Assistance Team
IMT	Incident Management Team
ISAC	Information Sharing and Analysis Center
IS	Independent Study
IST	Incident Support Team
IT	Information Technology
JFHQ-NCR	Joint Force Headquarters- National Capital Region
JFO	Joint Field Office
JIC	Joint Information Center
JOC	Joint Operations Center
JOCC	Joint Operations Command Center (MPD)
JTPA	Job Training Partnership Act
LAN	Local Area Network
LID	Low Impact Development
LLIS	Lessons Learned Information Sharing
LOMA	Letter of Map Amendment
LMR	Land Mobile Radio
LSDBE	Local, Small, and Disadvantaged Business Enterprises
MAA	Mutual Aid Agreement
MACC	Multi-agency Coordination Center
MACS	Multi-agency Coordination System
MAOP	Mutual Aid Operations Plan
MAR	Mayor's Authorized Representative
MDOT	Maryland Department of Transportation
MEA	Maryland Energy Administration
MEMA	Maryland Emergency Management Agency
MERS	Mobile Emergency Response Support
MFF	Mobile Field Force
MMI	Modified Mercalli Intensity
MMMS	Map Modernization Management Support
MOA	Memorandum of Agreement
MOCR	Mayor's Office of Community Relations and Services

Acronym	Definition
MOP	Mobile Operations Platform
MOU	Memorandum of Understanding
MPD	Metropolitan Police Department
MS4	Municipal Separate Storm Sewer System
MSETG	Mayor's Special Event Task Group
MTA	Maryland Transit Authority
N/A	Not Applicable
NARAC	National Atmospheric Release Advisory Center
NAWAS	National Area Warning Alert System
NCCIC	National Cybersecurity and Communications Integration Center
NCIJTF	National Cyber Investigative Joint Task Force
NCP	National Oil and Hazardous Substances Pollution Contingency Plan (National Contingency Plan)
NCR	National Capital Region
NCS	National Communications System
NDRF	National Disaster Recovery Framework
NDMS	National Disaster Medical System
NEB	Northeast Boundary
NEBTS	Northeast Boundary Trunk Sewer
NFIP	National Flood Insurance Program
NGO	Non-Governmental Organization
NHC	National Hurricane Center
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NPDES	National Pollution Discharge Elimination System
NPPD	National Protection and Programs Directorate
NPS	National Park Service
NRCC	National Response Coordination Center
NRCS	National Resources Conservation Service
NRF	National Response Framework
NRT	National Response Team
NSEP	National Security Emergency Preparedness
NSSE	National Special Security Event

Acronym	Definition
NWS	National Weather Service
OAG	Office of the Attorney General
OAPIA	Office on Asian and Pacific Islander Affairs
OC	Operations Center
OCA	Office of the City Administrator
OCFO	Office of the Chief Financial Officer
OCME	Office of the Chief Medical Examiner
OCP	Office of Contracting and Procurement
OCTO	Office of the Chief Technology Officer
OCTT	Office of Cable Television and Telecommunications
ODC	Operation Data Center
OLA	Office on Latino Affairs
ONCRC	Office of National Capital Region Coordination
OP	Office of Planning
OPGD	Office of Partnerships and Grants Development
OPM	Office of Property Management
ORM	Office of Risk Management
OSC	On-scene Coordinator or On-scene Commander
OUC	Office of Unified Communications (District)
PA	Public Assistance
PASS	Procurement Automated Support System
PDA	Preliminary Damage Assessment
PDM	Pre-Disaster Mitigation
PEPCO	Potomac Electric Power Company
PIO	Public Information Officer
PMARS	Police Mutual Response System
POC	Point of Contact
POETE	Planning, Organization, Equipment, Training, And Exercise
PPD	Presidential Policy Directive
PREPnet	National Preparedness Network
PSC	Public Service Commission
PSPD	Protective Services Police Department (District)
RACES	Radio Amateur Civil Emergency Services

Acronym	Definition
RDD	Radiological Dispersal Device
REACT	Radio Emergency Associated Communication Teams
RECP	Regional Emergency Coordination Plan
RFC	Repetitive Flood Claims
RICCS	Regional Incident Communication and Coordination System
ROP	Roadway Operations Patrol
RRCC	Regional Response Coordination Center
RSAN	Roam Secure Alert Network
RSF	Recovery Support Function
SA	Situational Awareness
SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act
SARS	Severe Acute Respiratory Syndrome
SBA	Small Business Administration
SCIP	State Communications Interoperability Plan
SFHA	Special Flood Hazard Area
SHSGP	State Homeland Security Grant Program
SITREP	Situation Report
SLOSH	Sea, Lake, and Overland Surges from Hurricanes
SOG	Standard Operating Guidelines
SOG	State Operations Guide
SOP	Standard Operating Procedure
SPR	State Preparedness Report
SR	Switch Redirect
SRL	Severe Repetitive Loss
STAT	Special Threat Action Teams
TEP	Training and Exercise Plan
TCIP	Tactical Communications Interoperability Plan
THIRA	Threat and Hazard Identification and Risk Assessment
THIRAWG	Threat and Hazard Identification and Risk Assessment Working Group
TMC	Traffic Management Center
UASI	Urban Area Security Initiative
UCC	Unified Command Center

Acronym	Definition
UDC	University of the District of Columbia
US	United States
USACE	United States Army Corps of Engineers
USAR	Urban Search and Rescue
USC	United States Code
US-CERT	United States Computer Emergency Readiness Team
USCG	United States Coast Guard
USDA	United States Department of Agriculture
USDA	United States Department of Agriculture
USDHS	United States Department of Homeland Security
USDOE	United States Department of Energy
USDOJ	United States Department of Justice
USDOT	United States Department of Transportation
USEPA	United States Environmental Protection Agency
USFA	United States Fire Administration
USGS	United States Geological Survey
VDCT	Volunteer and Donations Management Coordination Team
VDOT	Virginia Department of Transportation
VOAD	Voluntary Organizations Active in Disasters
VOST	Virtual Operations Support Team
VRC	Volunteer Reception Center
VRE	Virginia Rail Express
WAWAS	Washington Metropolitan Area Warning Alert System
WGC	Washington Gas Company
WGL	Washington Gas Light Company
WMATA	Washington Metropolitan Area Transit Authority
WMD	Weapons of Mass Destruction
WPD	Watershed Protection Division
WRTAC	Washington Regional Threat and Analysis Center
WSP	Wireless Service Protection
WSSC	Washington Suburban Sanitary Commission

B. GLOSSARY OF KEY TERMS

100-Year Floodplain – Also known as the “Special Flood Hazard Area”, “one-percent flood” or “base flood,” this is the flood that has a one-percent chance of being equaled or exceeded in any given year. This is the most common reference point statistically for referring to flood events because it is used for regulatory purposes in the National Flood Insurance Program (NFIP).

Access Control and Identity Verification (FEMA Core Capability) – Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.

Access and Functional Needs – Those who may have additional needs before, during and after an incident in functional areas, including but not limited to:

- Maintaining independence. Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. This support may include supplies, durable medical equipment, and attendants or caregivers.
- Communication. Individuals who have limitations that interfere with the receipt of and response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance all because of hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency. This support may include interpreters, translators, hearing aids, message board
- Transportation. Individuals who cannot drive or who do not have a vehicle may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., lift-equipped or vehicles suitable for transporting individuals who use oxygen) or information about how and where to access mass transportation during an evacuation.
- Supervision. Before, during, and after an emergency individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer’s or psychiatric conditions such as schizophrenia or intense anxiety). If separated from their caregivers, young children may be unable to identify themselves; and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.
- Medical care. Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with: managing unstable, terminal or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving dialysis, oxygen, and suction administration; managing wounds; and operating power dependent equipment to sustain life. These individuals require support of trained medical professionals.

Individuals in need of additional response assistance may include:

- Children and adults with physical, mobility, sensory, intellectual, developmental, cognitive or mental health disabilities
- Older Adults

- People with chronic or temporary health conditions
- Women in late stages of pregnancy
- People needing bariatric equipment
- People with Limited English Proficiency, low literacy or additional communication needs
- People with very low incomes
- People without access to transportation
- People experiencing homelessness
- Others

Adversary – Definition: individual, group, organization, or government that conducts or has the intent to conduct detrimental activities.

Amateur Radio Emergency Services (ARES) – A public service organization of licensed amateur radio operators who have voluntarily registered their qualifications and equipment to provide emergency communications for public service events as needed.

Applicant – A State agency, local government, or eligible private nonprofit, as identified application in Subpart H of P.L. 100-707, submitting an application to the Mayor's Authorized Representative for assistance under the State's grant.

Arson – The crime of setting a fire for an unlawful or improper purpose.

Base Flood Depth – The depth shown on the Flood Insurance Rate Map (FIRM) for Zone AO that indicates the depth of water above the highest adjacent grade resulting from a flood that has a 1 percent change of equaling or exceeding that level in any given year.

Capability – Means to accomplish a mission, function, or objective.

Capabilities-based Planning – Planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice. Capabilities-based planning addresses uncertainty by analyzing a wide range of scenarios to identify required capabilities.

Capability Target – Capability targets define success for each core capability and describe what the community wants to achieve by combining detailed impacts with basic and measurable desired outcomes based on the threat and hazard context statements developed in Step 2 of the THIRA process.

Catastrophic Incident – Is defined as any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, or government functions.

Commission on National and Community Service – An office under the Executive Office of the Mayor that will run competitive grant processes and administer grant funds to local nonprofit or public organizations, institutions of higher education, and District government agencies.

Consequence – The full or partial damages, injuries and loss of life, property, environment, and business that can be quantified by some unit of measure, often in economic or financial terms.

Consequence Management – Predominantly an emergency management function and included measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism.

Continuity of Operation (COOP) Plans – Plans developed by public and private sector entities to document the overarching strategy, policies, and procedures required to ensure that primary mission essential functions continue to be performed during a wide range of emergencies.

Community Resilience (FEMA Core Capability) – Lead the integrated effort to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish Mitigation and improve resilience.

Countermeasure – Action, measure, or device intended to reduce an identified risk.

Core Capability – Defined by the National Preparedness Goal, 31 activities that address the greatest risks to the Nation. Each of the core capabilities is tied to a capability target.

Crisis Management – Predominantly a law enforcement function and included measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism.

Critical Infrastructure – Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacity or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, public health or safety, or any combination of those matters.

Critical Infrastructure Protection (CIP) – Actions to mitigate the overall risk to critical infrastructure/key resource assets, systems, networks, or their interconnecting links resulting from exposure, injury, destruction, incapacitation, or exploitation. Protection includes actions to deter the threat, mitigate vulnerabilities, or minimize consequences associated with a terrorist attack or other incident. Protection can include a wide range of activities, such as hardening facilities, building resiliency and redundancy, incorporating hazard resistance into initial facility design, initiating active or passive countermeasures, installing security systems, promoting workforce surety, and implementing cybersecurity measures, among various others.

Critical Infrastructure Protection/Resiliency (CIP/R) – The capability of an asset, system, or network to maintain its function during or to recover from a terrorist attack or other incident.

Critical Transportation (FEMA Core Capability) – Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Criticality Assessment – An evaluation or analysis of the degree to which a specific Infrastructure system plays a role in supporting regional Prevention, Preparedness, Mitigation, Response, and Recovery with regard to a specific Hazard.

Cyber – A prefix stemming from cybernetics and loosely meaning “through the use of a computer.” Cyber is used to refer to the cyber subculture as a whole, or specifically to its people, music, and fashion.

Cybersecurity (FEMA Core Capability) – Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).

Debris – The scattered contents and structural material of homes, businesses, and other structures broken or destroyed in a hazard event. Debris caused by wind or water hazard events can cause additional damage to other community Assets.

Defense Support of Civil Authorities (DSCA) – Refers to Department of Defense (DOD) support, including federal military forces, DOD civilians and DOD contractor personnel, and DOD agencies and components, for domestic emergencies and for designated law enforcement and other activities.

Department of Defense (DOD) – The US Department of Defense (DOD or DoD) is the Federal department charged with coordinating and supervising all agencies and functions of the government relating directly to national security and the military. The DOD is the major tenant of the Pentagon, and it is divided into three major subsections—the US Army, the US Navy, and the US Air Force.

Department of Homeland Security (DHS) – DHS, commonly known as Homeland Security, is a Cabinet department of the Federal Government of the United States with the responsibility of protecting the territory of the United States from terrorist attack and responding to natural Disasters. The department was created from 22 existing Federal agencies in response to the terrorist attacks of September 11, 2001.

Deterrent – Measure that discourages, complicates, or delays an adversary’s action or occurrence by instilling fear, doubt, or anxiety.

Disaster – A major detrimental impact of a hazard upon the population and economic, social, and built environment of an affected area. A natural disaster results from the impact of a natural (as opposed to human-caused or technological) hazard upon the built environment of an affected area.

Disaster Medical Assistance Team (DMAT) – A group of medical professionals and support that stabilizes and transports victims of disasters.

Disaster Mortuary Response Team (DMORT) – A group of forensic specialists that provides victim identification and mortuary services.

Disaster Recovery Center – A readily accessible facility or mobile office where applicants may go for information about FEMA or other disaster assistance programs.

District Response Plan – The District’s base plan that provides the operational approach to responding to all hazards.

Earthquake – A sudden motion or trembling that is caused by a release of strain accumulated within or along the edge of the earth’s Tectonic Plates. See also Ground Motion.

Economic Recovery (FEMA Core Capability) – Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.

Environmental Response/Health Safety (FEMA Core Capability) – Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities.

Emergency – As defined by the Stafford Act, an emergency is “any occasion or instance for which, in the determination of the president, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.”

Emergency Alert System (EAS) – A system established by the Federal Communications Commission (FCC) in November of 1994 to replace the Emergency Broadcast System (EBS) as a tool the president and others might use to warn the public about emergency situations.

Emergency Broadcast System (EBS) – A system replaced by the EAS that was composed of AM, FM, and TV broadcast stations; low-power TV stations; and nongovernment industry entities operating on a voluntary, organized basis during emergencies at national, state, or operational (local) area levels.

Emergency Coordinating Officer (ECO) – A person who manages the functions of the Emergency Operations Center.

Emergency Liaison Officer (ELO) – A member of the General Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Emergency Management – Organized analysis, planning, decision-making, and assignment of available resources to Mitigate, prepare for, respond to, and recover from the effects of all hazards.

Emergency Management Accreditation Program (EMAP) – The voluntary assessment and accreditation process for State and local government programs responsible for coordinating Prevention, Mitigation, Preparedness, Response, and Recovery activities for natural and human-caused Disasters. Accreditation is based on compliance with collaboratively developed national standards, the EMAP Standard.

Emergency Operations Center (EOC) – The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, county, city, tribal), or by some combination thereof.

Emergency Operations Plan (EOP) – The “steady-state” plan maintained by various jurisdictional levels for managing a wide variety of potential hazards.

Emergency Support Function (ESF) – A grouping of government and certain private-sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. The ESFs serve as the primary operational-level mechanism to provide assistance to state, local, and tribal governments or to federal departments and agencies conducting missions of primary federal responsibility.

Enhanced Fujita Scale – The Enhanced Fujita Scale rates the strength of tornadoes in the United States and Canada based on the damage they cause. The scale has the same basic design as the Original Fujita scale, six categories from zero to five, representing increasing degrees of damage.

Erosion – The collapse, undermining or subsidence of land along the shore of a lake or other body of water.

Explosive – Materials that have the following characteristics – chemically or otherwise energetically unstable, and the initiation produces a sudden expansion of the material, usually accompanied by the production of heat and large changes in pressure (and typically also a flash or loud noise), which is called the explosion. There are different varieties of explosives, such as Chemical and nuclear explosives.

Exposure – The number, types, qualities and monetary values of various types of property or infrastructure and life that may be subject to an undesirable or injurious hazard event.

Extratropical Cyclone – Cyclonic storm events such as Nor’easters and severe winter low-pressure systems. Both the West and East coasts can experience these non-tropical storms that produce gale-force winds and precipitation in the form of heavy rain or snow. Typically called Nor’easters on the East Coast because of the direction of the storm winds, these storms are very large and can last for several days. 1,000 mile-wide storms are not uncommon.

Fatality Management Services (FEMA Core Capability) – Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Federal Emergency Management Agency (FEMA) – An agency of the United States Department of Homeland Security, initially created by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders on April 1, 1979.

Federal Radiological Monitoring and Assessment Center (FRMAC) – An operations center, usually established near the scene of a radiological emergency, from which the federal field monitoring and assessment assistance is directed and coordinated.

First Responder – Local and nongovernmental police, fire, and emergency personnel who, in the early stages of an incident, are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from federal, state, local, tribal, or nongovernmental organizations.

Flood – A general and temporary condition of partial or complete inundation of normally dry land areas from:

- (1) Overflow of inland or tidal waters
- (2) The unusual and rapid accumulation or runoff of surface waters from any source.
- (3) Mudslides (i.e., mudflows) which are caused by flood as defined above, and are akin to a river of liquid and flowing mud on the surface of normally dry land areas, as when earth is carried by a current of water and deposited along the path of the current. Also, refer to Mudflow.
- (4) The collapse or subsidence of land along the shore of a lake or other body of water as a result of erosion or undermining caused by waves or currents of water exceeding the cyclical levels which result in flood.

Flash Flood – A flood of relatively sudden onset, usually within 6-hours of the rain event, caused by severe precipitation (i.e., intense rainfall, prolonged rainfall followed by heavy accumulations of snow/ice). The precipitation produces rapid runoff and the ground loses its ability to absorb the water.

Floodplain – A relatively flat or low land area, which is subject to partial or complete inundation from an adjoining or nearby stream, river or watercourse; or any area subject to the usual and rapid accumulation of surface waters from any source.

Floodplain Management – The operation of an overall program of corrective and preventive measures for reducing flood damage, including but not limited to, emergency preparedness plans, flood control works and floodplain management regulations.

Frequency of Occurrence – The measure of how often, on average, a hazard event of a particular magnitude is expected to occur within a particular time frame. Statistically, a hazard with a 100-year recurrence interval is expected to occur once every 100 years on average, and would have a 1 percent chance, its probability, of happening in any given year (e.g., a 1 percent flood).

Forensics and Attribution (FEMA Core Capability) – Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

Fujita Scale of Tornado Intensity – This scale rates Tornadoes with numeric values from F0 to F5 based on tornado wind speed and damage sustained. An F0 indicates wind speeds less than 72 miles per hour and minimal damage, such as broken tree limbs or signs, while an F5 indicates wind speeds in excess of 260 miles per hour and severe damage.

Geographic Information System (GIS) – A computer software application that relates physical features on the earth to a database of attributes (descriptions, characteristics) about those physical features to be used for mapping and analysis.

Goals - Further define the District’s vision and are broad statements of what the District hopes to achieve and gives direction for accomplishing the vision and mission statements. Goals are desired outcomes and are not necessarily quantifiable. The goals drive the District’s strategic planning and are supported by measurable objectives.

Government Facilities Sector – As opposed to private sector facilities, the Buildings and physical Assets for government operations.

Grant – An award of financial assistance. The grant award shall be based on the total eligible Federal Share of all approved projects.

Grantee – An entity, which is awarded a grant and is accountable for the use of grant funds. The grantee is the entire legal entity, even if a particular component of the entity is designated in the grant award document.

Guiding Principles –Values and principles that the District emergency management and homeland security stakeholders hold in common and guide what the District does in Preparedness, why it does it, and how.

Hazard – An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business or other types of harm or loss.

Hazard Identification – The process of defining or describing a hazard, including: physical characteristics, magnitude, severity, probability, frequency, causative factors and affected areas.

Hazard Identification and Risk Analysis (HIRA) – A HIRA is a document that:

- (1) Provides a basis for implementing a risk management framework;
- (2) Provides an enabling mechanism for guiding decision-making for CIP issues;
- (3) Allows a region to prioritize decisions about vulnerabilities and target capabilities and prioritize grant funding;
- (4) Creates a process for continuous risk and hazard updates that inform other programs in the Region; and
- (5) Provides rationally based approach for CIP to galvanize public-private support.

Hazard Mitigation – The proactive, preventive planning process of identifying and sustained or permanent actions for reducing or eliminating long-term risks to human life and property from the effects of hazards. Note that this emphasis on long-term risk distinguishes mitigation from actions geared primarily to emergency preparedness and short-term recovery.

Hazard Mitigation Grants Program (HMGP) – A program administered by the Federal Emergency Management Agency (FEMA) to provide grants to states and local governments for implementing long-term hazard mitigation measures after a major disaster declaration.

Hazards US (HAZUS) – A national standardized hazard loss estimation methodology that uses PC-based GIS software. Although originally designed to be used to estimate earthquake losses, recent updates to the software now include both Flood and wind event modules (now known as HAZUS-MH or HAZUS-Multi-Hazard).

Hazardous Materials – Any solid, liquid, or gas that can harm people, other living organisms, property, or the environment. The term hazardous material is used in this context almost exclusively in the United States. The equivalent term in the rest of the English-speaking world is Dangerous Goods. A hazardous material may be radioactive, flammable, explosive, toxic, corrosive, biohazardous, an oxidizer, an asphyxiant, an allergen, or may have other characteristics that make it hazardous in specific circumstances.

Health and Social Services (FEMA Core Capability) – Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the Whole Community.

High Wind Storm Warning – This warning statement is issued when winds exceed 58 miles per hour.

Housing (FEMA Core Capability) – Implement housing solutions that effectively support the needs of the Whole Community and contribute to its sustainability and resilience.

Human Caused Hazard – Incidents caused by an intentional action by an adversary. These hazards include use of an aircraft as a weapon, civil disruption, an armed assault, terrorism, and a cyber-attack.

Hurricane – An intense tropical cyclone, formed in the atmosphere over warm ocean areas, in which wind speeds reach 74 miles per hour or more and blow in a large spiral around a relatively calm center or “eye.” Hurricanes develop over the North Atlantic Ocean, northeast Pacific Ocean, or the South Pacific Ocean east of 160° east longitude. Hurricane circulation is counterclockwise in the Northern Hemisphere and clockwise in the Southern Hemisphere.

Hurricane Warning – The hurricane is expected in a specified coastal area, within a 24-hour period. Hurricane effects include: hurricane force winds, dangerously high water, waves and winds slightly less than hurricane force speed.

Hurricane Watch – Hurricane or hurricane conditions pose a threat to coastal or inland communities. A watch is issued for a coastal area when there is a threat of hurricane conditions within 24-36 hours. While these conditions are not imminent, the community should implement preparedness actions, remain abreast of the latest advisories and bulletins and be prepared for rapid response upon issuance of a Hurricane Warning.

Incident – An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents,

aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP) – An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Individual Assistance (IA) – A series of federal programs offered to assist homeowners repair their homes and/or elements of their homes.

Incident Command System (ICS) – A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small, as well as large, and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, or organized field-level incident management operations.

Indirect Consequence – effect that is not a direct consequence of an event, incident, or occurrence, but is caused by a direct consequence, subsequent cascading effects, and/or related decisions.

Infrastructure Systems (FEMA Core Capability) – Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Intelligence and Information Sharing (FEMA Core Capability) – Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.

Interdiction and Disruption (FEMA Core Capability) – Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

Imminent Terrorist Threat – Is considered imminent if intelligence or operational information warns of a credible, specific, and impending terrorist threat or ongoing attack against the United States that is sufficiently specific and credible to recommend implementation of additional measures to thwart an attack.

Implementation Strategy – identifies how measures will be implemented including goals and objectives met by the measure; responsible part(ies), funding source(s), timelines and deadlines, etc.

Impact – Impact force, the (possibly destructive) effect of transfer of energy from one object striking another, resulting in a near-instant change of relative Velocity. In Risk Assessment, it is the Magnitude of the potential loss or seriousness of the event.

Improvised Explosive Device (IED) – The formal name for an explosive device used in unconventional warfare or asymmetrical warfare by guerrillas or commando forces. Also, referred to as roadside bombs.

Improvised Nuclear Device – An improvised device built from parts of a stolen weapon or from scratch using nuclear material that could produce nuclear explosions.

Incendiary – Refers to a fire that has been deliberately set. Also, it refers to crimes of arson and it is correct to the term for any fire which has been deliberately started.

Incident of National Significance – Based on the criteria established in Homeland Security Presidential Directive 5, Management of Domestic Incidents (HSPD-5), an actual or potential high-impact event that requires a coordinated and effective response by an appropriate combination of Federal, State, local, tribal, nongovernmental, and/or private sector entities in order to save lives, minimize damage, and provide the basis for long-term community recovery and mitigation activities.

Increased Cost of Compliance Endorsement – Coverage for expenses a property owner must incur, above the cost to repair the physical structural damage actually sustained from a flood event, to comply with State or local floodplain management ordinances or laws. Acceptable mitigation measures are elevation, floodproofing, relocation, demolition or any combination thereof.

Infrastructure – Refers to the public services of a community that have a direct impact on the quality of life in that community. These services include communication technology, lifeline systems (e.g., public works and utilities, such as electrical power, gas and liquid fuels, telecommunications, and water and sewer systems), and transportation systems.

Inland Flooding – Flooding that occurs landward of a shoreline as a result of a coastal storm moving across the land, bringing torrential rains and backwater flooding from the ocean. These in turn cause rivers and streams in these inland areas to overflow.

Interagency Hazard Mitigation Team – In the aftermath of a presidentially declared disaster, the team appointed through the Federal Coordinating Officer to examine the impact of the disaster in a timely fashion and to identify specific opportunities for hazard mitigation uncovered by their investigation.

Inundate/Inundation – To cover or be covered by water, especially from a Flood as a result of a severe rainstorm, Hurricane, or Tsunami.

Joint Field Office (JFO) – A temporary Federal facility that provides a central location for coordination of response efforts by the private sector, NGOs, and all levels of government.

Joint Information Center (JIC) – A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should co-locate at the JIC.

Key Resources – Publicly or privately controlled resources essential to the minimal operations of the economy and government.

Landslide – Downward movement of a slope and materials under the force of gravity. There are at least four types of landslides, depending on the content and flow characteristics: Mudslides; Rock Slides; slumps; and earthflows.

Long-Term Vulnerability Reduction (FEMA Core Capability) – Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.

Magnitude – A measure of the strength of a hazard event. The magnitude (also referred to as “severity”) of a given hazard event is usually determined using technical measures specific to the hazard.

Major Disaster – As defined by the Stafford Act, “any natural catastrophe..., or, regardless of cause, any fire, Flood, or explosion in any part of the United States, which in the determination of the President, causes damage of sufficient severity and Magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

Manufactured Home – A structure, transportable in one or more sections, which is built on a permanent chassis and is designed for use with or without a permanent foundation when connected to the required utilities. For flood plain management purposes, the term includes park trailers, travel trailers and other similar vehicles placed on a site for greater than 180 consecutive days.

Map Revision – A change in the FIRM for a community, which reflects revised zone, base flood or other information.

Mass Care Services (FEMA Core Capability) – Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.

Mass Search and Rescue Operations (FEMA Core Capability) – Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Measures – Are the specific steps (projects, policies, and programs) that advance a given objective. They are highly focused, specific, and measurable.

Metropolitan Washington Council of Governments (MWCOCG) – A regional organization of Metropolitan Washington area local governments composed of 19 local governments surrounding our nation's capital, plus area members of the Maryland and Virginia legislatures, the U.S. Senate, and the U.S. House of Representatives

Mission Areas – Serve as an aid in organizing national preparedness activities and the core capabilities.

Mission Area Statement – Defines the purpose of the mission area within the District and how the District will achieve the vision statement.

Mission Critical Tasks – Elements of the community that are significant to the recovery within the District.

Mitigation – Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often developed in accordance with lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury

Mitigation Measure/Mitigation Strategies – Refers to any measures or actions proposed to reduce the risk of future damage, hardship, loss or suffering from disasters.

Mitigation Planning – A systematic evaluation of the nature and extent of vulnerability to the effects of hazards affecting a jurisdiction. This process also includes a description of mitigation measures.

Mitigation Project – Refers to any project proposed to reduce the risk of future damage, hardship, loss or suffering from disasters.

National Capital Region (NCR) – Consists of 12 Jurisdictions within two States (Maryland and Virginia), and the District of Columbia: District of Columbia; Prince George’s County, MD; Montgomery County, MD; Loudoun County, VA; Fairfax County, VA; Prince William County, VA; Arlington County, VA; City of Alexandria, VA; City of Manassas, VA; City of Manassas Park, VA; City of Falls Church, VA; and City of Fairfax, VA.

National Disaster Recovery Framework – A guide that enables effective recovery support to disaster-impacted States, Tribes, Territorial and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner.

National Incident Management System (NIMS) – A system mandated by Homeland Security Presidential Directive 5 (HSPD-5) that provides a consistent, nationwide approach for federal, state, local, and tribal governments; the private sector; and nongovernmental organizations (NGOs) to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among federal, state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification, and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

NIMS-typed Resource – A resource categorized, by capability, the resources requested, deployed and used in incidents.

National Mitigation Framework – Developed to enable achievement of the goal of a secure and resilient Nation with the capabilities required to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk across the Whole Community.

National Preparedness Goal – Defines the core capabilities required to achieve the goal of “a secure and resilient Nation with the capabilities required across the Whole Community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

National Preparedness System – Describes the process employed to build, sustain, and deliver core capabilities in order to achieve the goal of a secure and resilient Nation.

National Prevention Framework – Describes what the Whole Community—from community members to senior leaders in government—should do upon the discovery of intelligence or information regarding an imminent threat to the homeland in order to thwart an initial or follow-on terrorist attack.

National Response Framework (NRF) – The National Response Framework is a guide to how the Nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System to align key roles and responsibilities across the Nation. This Framework describes specific authorities and best practices for managing incidents that range from the serious but purely local to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework describes the principles, roles and responsibilities, and coordinating structures for delivering the core capabilities required to respond to an incident and further describes how response efforts integrate with those of the other mission areas

National Response Team (NRT) – The NRT, composed of the 16 federal agencies with major environmental and public health responsibilities, is the primary vehicle for coordinating federal agency activities under the NCP. The NRT carries out national planning and response coordination and is the head of a highly organized federal oil and hazardous substance emergency response network. The Environmental Protection Agency (EPA) serves as the NRT Chair, and DHS/U.S. Coast Guard serves as Vice Chair.

Natural and Cultural Resources (FEMA Core Capability) – Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.

Natural Hazards – Those events caused by one or more natural occurrences, including hurricanes, tornadoes, storms, floods, tidal waves, tsunamis, high or wind-driven waters, volcanic eruptions, earthquakes, snowstorms, wildfires, droughts, landslides, and mudslides. While the Risks presented by natural hazards may be increased or decreased as a result of human activity, they are not inherently human-induced.

Nor'easter – Non-tropical storms producing gale-force winds and precipitation in the form of heavy snow or rain.

Nongovernmental Organization – An entity with an association that is based on the interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose and are not for private benefit. Examples of nongovernmental organizations include faith-based charity organizations and the American Red Cross.

Objectives - Quantitative in nature and define broad or overarching efforts to be undertaken to achieve the goals.

On-scene Security and Protection (FEMA Core Capability) – Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.

One-hundred year flood – The flooding event that has a 1 percent chance of being equaled or exceeded in a particular location in any given year. Refer to base flood.

Operational Communications (FEMA Core Capability) – Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Operational Coordination (FEMA Core Capability) – Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Operational Plans – Provide a description of roles and responsibilities, tasks, integration, and actions required of a jurisdiction or its departments and agencies during emergencies. Jurisdictions use plans to provide the goals, roles, and responsibilities that a jurisdiction’s departments and agencies are assigned, and to focus on coordinating and integrating the activities of the many response and support organizations within a jurisdiction. They also consider private sector planning efforts as an integral part of community-based planning, and to ensure efficient allocation of resources. Department and agency plans do the same thing for the internal elements of those organizations. Operational plans tend to focus more on the broader physical, spatial, and time-related dimensions of an operation; thus, they tend to be more complex and comprehensive, yet less defined, than tactical plans.

Physical Protective Measures (FEMA Core Capability) – Reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.

Planning (FEMA Core Capability) – Conduct a systematic process engaging the Whole Community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.

Preliminary Damage Assessment (PDA) – The joint local, state and federal analysis of damage that has occurred during a disaster, which may result in a presidential declaration. The PDA is documented through surveys, photographs and other written information.

Preparedness – The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.

Prevention – Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Probability – The possibility of an event occurring and/or a measure of likelihood or chance of an event occurrence. Also, probability can be expressed mathematically in one of two ways:

- A rate: e.g., 1 per million annually, or
- A relative frequency: e.g., 0.1 (or 10 percent).

Protection – The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Public Assistance (PA) – A federal grant program to assist public entities repair, relocate, or replace facilities and elements within those facilities.

Public and Private Services and Resources (FEMA Core Capability) – Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.

Public Information and Warning (FEMA Core Capability) – Deliver coordinated, prompt, reliable, and actionable information to the Whole Community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Public Health and Medical Services (FEMA Core Capability) – Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.

Public Service Commission – An independent District Government agency established by Congress in 1913 to regulate the electric, gas, and telephone companies in the District by functioning as a quasi-judicial agency.

Radiological – Of or pertaining to radioactive substances.

Radiological Dispersion Devices – Often called a “dirty bomb” it is considered a terrorist weapon that is a combination of a conventional explosive device—such as a bomb—with radioactive material.

Recovery – The development, coordination, and execution of service- and site-restoration plans for affected communities and the reconstitution of government operations and services through individual, private-sector, nongovernmental, and public assistance programs that identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.

Recovery Support Functions (RSF) – A grouping of government and certain private-sector capabilities into an organizational structure to provide the support, resources, program implementation, and services needed after a disaster to restore essential services and critical infrastructure, and help victims and communities return to normal.

Regional Emergency – Any situation that occurs within or outside of the NCR that has disrupted essential services or mobility, or jeopardized public health and safety on a regional basis. Characteristics of regional incidents or threats should be defined broadly and exhibit the following:

- Impact all jurisdictions in the same way (e.g., people in jurisdictions get sick, delayed, or evacuated);
- Regional systems are negatively impacted (transportation, communications, information, etc.);
- Require collaboration, coordination, and cooperation among all jurisdictions in order to respond to the consequences;
- Requires the collective resources of all jurisdictions to respond/recover;
- Federal assets and resources are threatened/affected by the incident; and
- Consequences are tangible, not just media-driven and/or political in nature.

Resilience – ability to adapt to changing conditions and prepare for, withstand, and rapidly recover from disruption.

Resource Requirement – An estimate of the number of resources needed to achieve a community’s capability target. A list of resource requirements for each core capability is an output of the THIRA process.

Response – Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Richter Magnitude Scale – A numerical scale of earthquake magnitude devised by seismologist C.F. Richter in 1935. This is the common scale with which most of the public is familiar. See also Modified Mercalli Scale and Peak Ground Acceleration.

Risk – The potential harm or loss, and can be assessed using either:

- Expected value as Risk = Probability x Consequence, or
- Loss exceedance curves.

The estimated probability that damage will occur to life, property, or the environment if a hazard event occurs. Risk is expressed in relative terms such as a high, moderate, or low likelihood of sustaining damage resulting from a hazard event. Also, it can be expressed in terms of potential monetary losses associated with the intensity of a hazard event. TOTAL RISK = Sum (Asset Risks) + Geographic Risk

Risk and Disaster Resilience Assessment (FEMA Core Capability) – Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.

Risk Assessment – A process or method for evaluating risk associated with a specific hazard and defined in terms of probability and frequency of occurrence, magnitude, severity (intensity), exposure and consequences. Also, refer to risk, vulnerability and probability.

Risk Management for Protection Programs and Activities (FEMA Core Capability) – Identify, assess, and prioritize risks to inform Protection activities and investments.

Saffir-Simpson Scale – A system for evaluating the Intensity and Magnitude of Hurricanes, based on wind speed, Storm Surge, and central pressure. This scale ranges from the weakest (Category 1) to the most powerful (Category 5).

Screening, Search, and Detection (FEMA Core Capability) – Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.

Severe Winter Storms – These storms include snow and ice storms, blizzards and high windstorms.

Situational Assessment (FEMA Core Capability) – Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Special Events/Demonstrations – Activities which may attract large numbers of people, including but not limited to First Amendment protests, parades, cultural programs, concerts, etc.

Stage One – EOC Stage One operation or EOC (1) is the minimum level of activation. EOC (1) is active at all times and encompasses activities that are conducted on a regular basis 365 days a year regardless of activation stage. This stage is active in all steady-state conditions and encompasses the EOC's day-to-day operations, including coordination of regularly occurring and non-critical incidents. During Stage One, the EOC acts as the District of Columbia's communications and coordination hub,

monitoring news, public safety, traffic, and weather. The EOC maintains regular contact with federal, state, and regional operations centers and all District of Columbia service centers; disseminates information; and initiates notifications in accordance with these SOPs. During Stage One the EOC may activate necessary Emergency Liaison Officers (ELOs) to assist without any transition of the EOC to Stage Two. Stage One includes incidents involving local-level declarations and engaging NCR mutual aid agreements.

Stage Two – During Stage Two, (EOC (2)) the activated EOC Team (Red or Blue) takes over the EOC management of the critical incident, and the EOC (2) operates while the incident is managed according to the District of Columbia SOG. The incident will be handled by local District resources and/or NCR resources and existing mutual aid agreements. The EOC (2) may activate necessary ELOs or ESFs based on the specific incident. In addition, the EOC (1) maintains its core functions of monitoring, sending notifications, and providing coordination for day-to-day operations and incidents. Necessary members of the Consequence Management Team (CMT) are involved during Stage Two.

Stage Three – During Stage Three operations (EOC (3)), the critical incident requires significant Federal involvement, including coordination with Federal entities and the use/request of Federal resources. The EOC (3) may activate necessary ELOs or ESFs based on the specific incident, and Emergency Management Assistance Compact (EMAC) agreements would normally be used during this stage. In addition, the EOC (1) maintains its core functions of monitoring, sending notifications, and providing coordination for day-to-day operations and incidents. The entire CMT is involved during stage three.

Stakeholder – Individuals or groups that will be affected in any way by an action or policy. They include businesses, private or non-profit organizations, and citizens.

State Hazard Mitigation Plan – A document that establishes the broad State/community vision and guiding principles for addressing hazard risk, including the development of specific mitigation actions designed to eliminate or reduce identified vulnerabilities.

Storm Warning – A warning statement issued when winds of 55-73 miles per hour (48-63 knots) are expected.

Storm Surge – The rise in the water surface above normal water level on the open coast due to the action of wind stress and atmospheric pressure on the water surface. It is usually manifested as water that is pushed toward the shore by the force of the winds swirling around a storm. These large waves of water sweep across the shorelines where a storm makes landfall. The height of the storm surge will be greater the more intense a storm is. Storm surge areas can be mapped by the probability of storm surge occurrence using Sea, Lake, and Overland Surges from Hurricanes (commonly known as SLOSH) modeling.

Strategic Plans – Describe how a jurisdiction wants to meet its emergency management or homeland security responsibilities over the long-term. These plans are driven by policy from senior officials and establish planning priorities.

Strategies - Describe a major approach or method for attaining objectives. Strategies begin to answer, "How will the District accomplishing our objectives?" Strategies describe a general approach or method; they don't describe specific activities or projects to accomplishing the objective.

Subgrant – An award of financial assistance under a grant by a grantee to an eligible subgrantee.

Subgrantee – A government or other legal entity, which is awarded a subgrant and is accountable to the grantee for the use of grant funds provided.

Substantial Damage – Damage of any origin sustained by a building whereby the cost of restoring the building to its before-damaged condition would equal or exceed 50 percent of the market value of the building before the damage occurred.

Substantial Improvement – Any reconstruction, rehabilitation, addition or other improvement of a structure, the cost of which equals or exceeds 50 percent of the market value of the structure before the “start of construction” of the improvement.

Supply Chain Integrity and Security (FEMA Core Capability) – Strengthen the security and resilience of the supply chain.

Sustainability – The concept and practice in which decisions and actions made by the present generation do not reduce the options of future generations. These decisions and actions allow the present generation to pass on to the following generations a natural, economic, and social environment that will provide a continuing high quality of life.

Tactics – Specific activities or projects the District will complete in order to execute the strategies. Tactics are stated in terms of measureable and verifiable outcomes that are SMART (Specific, Measureable, Achievable, Relevant, and Time Bound).

Tactical Plans – Focus on managing personnel, equipment, and resources that play a direct role in an incident response. Pre-incident tactical planning, based upon existing operational plans, provides the opportunity to pre-identify personnel, equipment, exercise, and training requirements. These gaps can then be filled through various means (e.g., mutual aid, technical assistance, updates to policy, procurement, contingency leasing).

Target – Asset, network, system or geographic area chosen by an adversary to be impacted by an attack.

Technological Hazard – These hazards originate from technological or industrial accidents, infrastructure failures, or certain human activities. These hazards cause the loss of life or injury, property damage, social and economic disruption, or environmental degradation, and often come with little to no warning.

Terrorism – Any activity that (1) involves an act that (a) is dangerous to human life or potentially destructive of critical infrastructure or key resources; and (b) is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a civilian population; (b) to influence the policy of a government by

intimidation or coercion; or (c) to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat – Natural or man-made occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Threat and Hazard Identification (FEMA Core Capability) – Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Threat and Hazard Identification and Risk Assessment –A 4 step common risk assessment process that helps the Whole Community—including individuals, businesses, faith-based organizations, nonprofit groups, schools and academia and all levels of government—understand its risks and estimate capability requirements.

Thunderstorms – Thunderstorms are unstable conditions in the lower atmosphere, formed by the conversion of heat energy into winds yielding an electrical discharge, which results in a violent downward motion of air. Thunderstorms are characterized by thunder, lightning, heavy winds, rain and hail. Lightning is considered the greatest threat and killer of the combined thunderstorm phenomena.

Tornado – A violent storm with whirling winds of up to 300 miles per hour. It appears gray to black in color, as a rotating, funnel-shaped cloud, which extends toward the ground from the base of a thundercloud. These short-lived storms are the most violent of all atmospheric phenomena and the most destructive within a confined area.

Tornado Warning – A warning statement issued when a tornado is sighted or detected by radar.

Tornado Watch – A warning statement issued when weather conditions are favorable for tornado formation.

Toxic Industrial Chemicals – Compounds produced for use in industrial operations that are extremely hazardous as defined by EPA (for example, chlorine and phosgene).

Tropical Cyclone – A generic term for a cyclonic, low-pressure system over tropical or sub-tropical waters.

Tropical Depression – A Tropical Cyclone with maximum sustained winds of less than 39 mph.

Tropical Storm – A Tropical Cyclone with maximum sustained winds greater than 39 mph and less than 74 mph.

Tsunami – A great sea wave produced by submarine earth movement or volcanic eruption.

Vision Statement – Outlines where the District wants to be in homeland security and emergency management. It communicates the purpose and values of the District. The Vision Statement shapes how the Whole Community understands the District’s approach to homeland security and emergency management.

Vehicle-borne IED – A type of improvised explosive device that uses a vehicle (car, truck, motorcycle, bicycle, etc.) as the package or container of the device. Also known as a “car bomb.”

Vulnerability – The level or degree of exposure of human life and property to damage from Natural or Human-Caused Hazards.

Vulnerability Assessment – The analysis and determination of the overall vulnerability of the population and property in a specified area to possible injury and damage that may result from a threat or hazard. This assessment analyzes the Impact of hazard events on both the existing and future population and built environment.

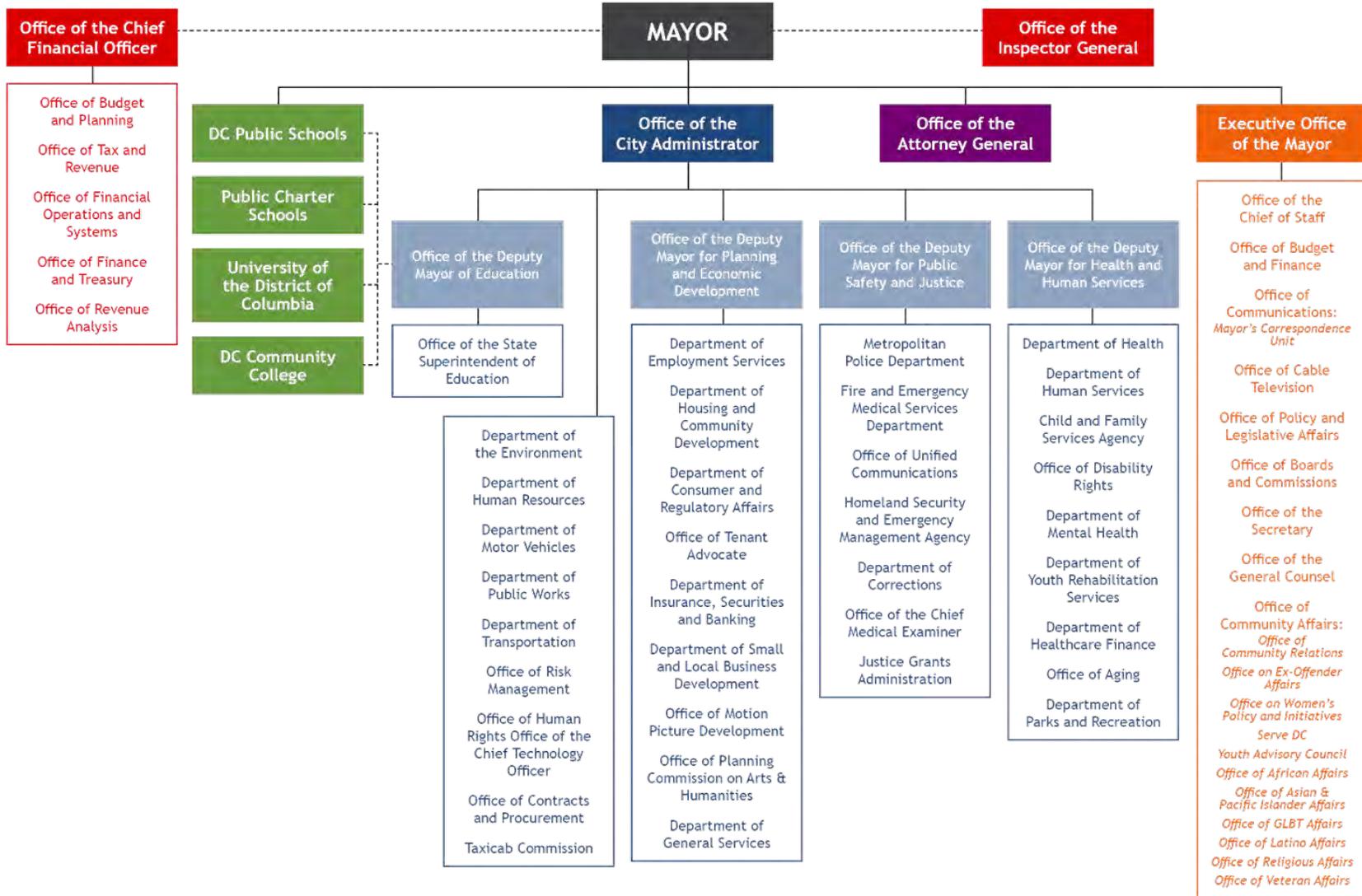
Vulnerable Populations – Populations who are more vulnerable during and after disasters. Vulnerable populations include the young; the elderly; persons with access and functional needs; those from religious, racial, and ethnically diverse backgrounds; low-English proficient speakers; persons below the poverty level, including the homeless; and the inmate population.

Watershed Management – The implementation of a plan or plans for managing the quality and flow of water within a watershed, the naturally defined area within which water flows into a particular lake or river or its tributary. The aims of watershed management are holistic and concern the maintenance of water quality, the minimization of stormwater runoff, the preservation of natural flood controls, such as wetlands and pervious surface, and the preservation of natural drainage patterns. Watershed management is, in many ways, an enlargement of most of the concerns that underlie floodplain management.

Weapons of Mass Destruction (WMD) – Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

Whole Community – Includes individuals, families, and households; communities; the private and nonprofit sectors; faith-based organizations; and local, state, tribal, territorial, and Federal governments. Whole Community is defined in the National Preparedness Goal as “a focus on enabling the participation in national preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of Federal, state, and local governmental partners in order to foster better coordination and working relationships.”

C. DISTRICT EXECUTIVE OFFICE ORGANIZATION CHART



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D. DISTRICT FUNCTION-SPECIFIC GROUPS

Agency or Organization	Prevention/Protection			Mitigation			Response			Recovery		
	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting
District Departments and Agencies												
Child and Family Services Agency									S			S
DC Board of Elections									S			S
DC Court of Appeals									S			S
DC Department of Human Resources									S			S
DC Health Benefit Exchange Authority									S			S
DC National Guard									S			S
DC Office of Zoning									S			S
DC Public Charter School Board									S			S
DC Public Libraries									S			S
DC Public Schools									S			S
DC Superior Court									S			S
DC Taxicab Commission									S			S
Department of Behavioral Health									S			S
Department of Consumer and Regulatory Affairs	C				P			P	S			S
Department of Corrections	C								S			S
Department of Disability Services	C								S			S
Department of Employment Services	C								S			S
Department of Forensic Sciences	C								S			S
Department of General Services	C				P				S			S
Department of Health	C					S		P	S			S
Department of Health Care Finance									S			S

Agency or Organization	Prevention/Protection			Mitigation			Response			Recovery		
	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting
Department of Housing and Community Development									S		P	S
Department of Human Services								P	S			S
Department of Insurance, Securities, and Community Development									S			S
Department of Motor Vehicles									S			S
Department of Parks and Recreation	C								S			S
Department of Public Works	C					S		P	S			S
Department of Small and Local Business Development									S			S
Department of Youth Rehabilitation Services									S			S
District Department of the Environment				C				P	S			S
District Department of Transportation	C				P				S			S
Executive Office of the Mayor	C											
Executive Office of the Mayor - Budget & Finance						S			S			S
Executive Office of the Mayor - Office of Communications								P	S			S
Fire and Emergency Medical Services Department	C							P	S			S
Homeland Security and Emergency Management Agency	C			C			C	P	S	C		S
Metropolitan Police Department	C							P	S			S
Office of Aging									S			S
Office of Cable Television									S			S
Office of Community Affairs									S			S
Office of Contracting and Procurement	C							P	S			S

Agency or Organization	Prevention/Protection			Mitigation			Response			Recovery		
	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting
Office of Disability Rights	C								S	C		S
Office of Planning					P				S		P	S
Office of Revenue Analysis									S			S
Office of Risk Management									S			S
Office of Tenant Advocate									S			S
Office of the Attorney General	C								S	C		S
Office of the Chief Financial Officer						S			S	C		S
Office of the Chief Medical Examiner	C								S			S
Office of the Chief Technology Officer						S		P	S			S
Office of the City Administrator									S	C	P	S
Office of the Deputy Mayor for Education									S	C		S
Office of the Deputy Mayor for Health & Human Service									S	C	P	
Office of the Deputy Mayor for Planning & Economic Development								P	S	C	P	S
Office of the Deputy Mayor for Public Safety & Justice						S			S	C		S
Office of the State Superintendent of Schools									S		P	
Office of Unified Communications								P	S			S
Serve DC									S			S
University of the District of Columbia									S			S
University of the District of Columbia Community College									S			S
District Non-Governmental Organizations												
Amtrak									S			S

Agency or Organization	Prevention/Protection			Mitigation			Response			Recovery		
	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting
Association of Builders and Contractors												S
AT&T									S			S
Business Emergency Management Operations Center									S	C		S
Business Improvement Districts									S			S
Consortium of Universities of the Washington Metropolitan Area	C				P				S		P	
Corrections Corporation of America, Correctional Treatment Facility	C								S			S
Criminal Justice Coordinating Council	C								S			
DC Board of Trade												S
DC Chamber of Commerce												S
DC Children and Youth Investment Trust Corporation									S			S
DC Commission on Arts and Humanities									S			S
DC Housing Authority									S			S
DC Water					P				S			S
District of Columbia Building Industry Association												S
District of Columbia Hospital Association									S			S
District of Columbia Public Service Commission									S			S
Events DC (Washington Convention and Sports Authority)									S			S
Federal City Council												S
Hotel Association of Washington, DC									S			S
Housing Finance Authority												S

Agency or Organization	Prevention/Protection			Mitigation			Response			Recovery		
	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting
PEPCO									S			S
Private Pre-K - 12 Schools									S			S
Restaurants Association									S			S
Sprint									S			S
Union Station Redevelopment Corporation												S
Verizon									S			S
Washington Gas									S			S
Washington Humane Society									S			S
Zoning Commission												S
Regional Organizations												
American Red Cross									S			S
Maryland Transit Administration									S			S
Metropolitan Washington Airports Authority									S			S
Metropolitan Washington Council of Governments									S			S
National Capital Planning Commission												S
Virginia Railway Express									S			S
Washington Metropolitan Area Transit Authority					P				S			S
Washington Metropolitan Area Transit Commission												S
Washington Regional Threat and Analysis Center	C											
Federal Agencies												
Department of Commerce												S
Department of Health and Human Services												S
Department of Housing and Urban Development												S
Department of the Interior												S

Agency or Organization	Prevention/Protection			Mitigation			Response			Recovery		
	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting	Coordinating	Primary	Supporting
Federal Emergency Management Agency				C					S			S
Federal Highway Administration												S
General Services Administration												S
National Park Service												S
Office of Personnel Management												S
Smithsonian Institution												S
United States Army Corps of Engineers									C			S

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G. RECORD OF DISTRIBUTION

Name	Title	Agency	No. Copies Delivered	Date Delivered

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H. ENDNOTES

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