

DISTRICT OF COLUMBIA HOMELAND SECURITY STRATEGIC PLAN

INTRODUCTION

Purpose

The District of Columbia Strategic Plan provides a framework for all stakeholders in the District of Columbia to guide homeland security efforts. It provides the means for stakeholders to articulate, monitor, and evaluate efforts to prevent, protect against, respond to, and recover from all hazards that might impact the District. The plan unifies the efforts of District organizations for a comprehensive and effective approach to homeland security and provides the context for which management, policy, and funding decisions relevant to homeland security can be made.

The Strategic Plan applies to all District of Columbia government departments as well as independent organizations that are partners in the District's preparedness efforts. These efforts take an all-hazards approach to disaster preparedness, which means they prepare us for any public emergency situation.

Ultimately, the purpose of the Strategic Plan is to serve as the working document that will guide us to the achievement of our vision. Success in this endeavor will be evident when we have achieved the Plan's goals and objectives.

Vision

Our vision is a safe and secure District of Columbia.

Focus

In order to implement the vision for homeland security, the District of Columbia will organize its approach along the four critical mission areas: Prevention, Protection, Response, and Recovery.

The District of Columbia will achieve its strategic goals through a comprehensive, cross-discipline approach to homeland security planning. The District will include the broadest array of disciplines in its approach to homeland security. It currently includes District agencies, non-profit organizations, private institutions, federal, state and local governments, and residents.

Prevention

The first focus area is to prevent, to the maximum extent possible, all types of hazards from affecting the District. We will accomplish this goal through a thorough assessment of the risks faced by the District of Columbia, the sharing of information with all stakeholders, and the development of collaborative processes between federal, state and local governments to enhance intelligence and surveillance capabilities.

Protection

The second focus area is to protect the community, people, assets, and infrastructure from all hazards that might strike the District. Robust, open communication between the emergency responder community and the governmental and non-governmental entities that own or operate the City's critical infrastructure is critical. Protecting the community, its people, assets, and critical infrastructure requires the identification

of hazards, the development of mitigation processes, institution of best practices, and an organizational structure to implement protective measures.

Response

The third focus area is response. Only a well-prepared and equipped government can effectively respond to all types of hazards. We will focus on providing the training and equipment needed to develop our capabilities to respond to all hazards. To better respond to an emergency, the District of Columbia has incorporated the National Incident Management System into its response plans, which it has aligned with the National Response Plan. Additionally, the District will continue to manage and execute a comprehensive training and exercise program to continually test the capability of District emergency responders in coordination with community, federal, and regional partners. Finally, communication with and education of our residents will remain paramount in terms of preparing our community to respond to any disaster.

Recovery

The fourth focus area is recovery. Despite our best efforts to prevent and protect against a disaster, we will not be able to eliminate all threats. Therefore, the District of Columbia must be prepared to restore government operations and community life to a state of normalcy as soon as possible after the event. Through this plan, processes to provide shelter, food, medicine, utilities, and public and mental health will be planned and coordinated before the event to ensure a quick and successful recovery is executed.

Coordination

The District of Columbia is unique in many ways. This uniqueness brings both opportunity and challenge. As a geographically compact jurisdiction with a government that combines the functions of city, county, and state, the District of Columbia can coordinate its own activities with relative ease. The Mayor has direct authority over most critical government agencies relevant to this plan. These agencies can work across the 61 square miles and with the 580,000 people of the District with relative ease.

As a municipality, the District sits at the core of a large metropolitan area while serving as the nation's capital. Unlike all other municipalities in the United States, all of the District's neighboring jurisdictions fall under the authority of another county and state. As part of an integrated region, the government and people of the District of Columbia therefore have to coordinate with a number of state and local governments on a regular basis. And as the seat of the federal government, the government and people of the District of Columbia have to coordinate extensively with the federal government.

Regional and federal coordination are enabled through the District's central role in the regional homeland security governance structure. The District participates on the Senior Policy Group for Regional Homeland Security, a state-level entity established by the Mayor of the District of Columbia and the Governors of Maryland and Virginia, with federal representation; the Regional Chief Administrative Officers Homeland Security Subcommittee, a local-government-level entity; and the Regional Emergency Preparedness Council, an entity that brings together elected and appointed government officials, private sector representatives, and members of the community. These three groups provide the primary means by which the District coordinates throughout the region. In addition, government agencies and employees, business groups, and community organizations work at all levels across the region to coordinate activities.

The primary means of coordination within the District for homeland security is the Mayor's Emergency Preparedness Council, which brings together key leaders from within and outside the government to

develop and implement the District's preparedness plans. It was through this group - expanded to include key legislative, private sector, and community leaders - that this strategic plan was developed. Representatives of all key stakeholder groups worked together to develop a comprehensive, specific, and achievable plan that we all will hold ourselves accountable for executing. The process included interactive work sessions and off-line participatory content development, with ultimate approval by the Mayor of the District of Columbia.

Effort

The Mayor's Emergency Preparedness Council (EPC) monitors, evaluates and implements the District's preparedness actions, including those actions funded by the federal Homeland Security Grant Program. The EPC meets once every quarter and is made up of representatives from all primary and support agencies listed within the District Response Plan as well as regional organizations such as the Hospital Association, the Water and Sewer Authority, the Metropolitan Washington Area Transit Authority, and the American Red Cross.

The EPC is chaired by the City Administrator or his or her designee and Director of the Homeland Security and Emergency Management Agency. The

EPC is staffed by the DC Homeland Security and Emergency Management Agency. Specifically the EPC is charged with:

1. Continually re-examining the overall state of emergency and disaster readiness of the District of Columbia;
2. Providing a consistent network of District agency expertise to make the District of Columbia government a national leader in comprehensive emergency management; and
3. Making recommendations on improving District planning for, response to, and recovery from emergency and disaster events as well as emerging threats.

The EPC will bear the primary responsibility for monitoring, ensuring, and communicating about the implementation of this plan. Through tracking of each action that underlies the plan's goals and objectives, the EPC will drive the plan towards achievement of its vision.

Description of Jurisdictions

The District of Columbia is comprised of one jurisdiction. The Mayor of the District of Columbia is the approving authority for this plan.

Description of Regions

The District is actively engaged with its regional partners. While the Strategy focuses on the coordination and capabilities of District government agencies, it also recognizes that the actions taken by the District in large emergency operations impact directly on its regional partners. The strategy is intended to address the functional interfaces with jurisdictions outside of District boundaries especially in the areas of communications, public information, transportation, public safety, health, schools, and utilities.

The District is a National Capital Region (NCR) Homeland Security Partner working towards a safe and secure National Capital Region. The mission of the NCR partnership is to build and sustain an integrated effort to prepare for, prevent, protect against, respond to, and recover from "all-hazards" threats or events. There are seven guiding principles of the regional effort:

1. Strengthen regional coordination among all partners to gain synergy while sustaining jurisdictional authority and enhancing capabilities.
2. Implement homeland security policies and programs while maintaining our constitutionally based society, particularly the civil rights and civil liberties of the NCR's diverse population, including persons with disabilities.
3. Prepare for "all-hazards", including man-made and naturally occurring emergencies and disasters.
4. Advance the safety and security of the NCR in ways that are enduring, relevant, and sustainable.
5. Foster a culture of collaboration, respect, communication innovation, and mutual aid among all homeland security partners across the NCR.
6. Adopt best-practice, performance-based approaches to staffing, planning, equipping, training, and exercising for all homeland security partners.
7. Strive for an optimal balance of preparedness capabilities across the NCR that recognizes differing risks and circumstances, and leverages mutual aid agreements.

The District is actively engaged with its regional partners. For this reason, our strategy is impacted by the actions of our neighbors. While our goals will not change the specifics on how and what exercises we conduct, the training we support and the equipment we use, we need to remain flexible enough to ensure communication and coordination, as well as maintain interoperability to the extent possible with our neighbors.

For purposes of response, the District has in place a number of mutual aid agreements with neighboring jurisdictions, as catalogued in the District Response Plan.

GOALS, OBJECTIVES, AND IMPLEMENTATION STEPS

Goal 1. Prevent, eliminate and/or reduce risks faced by the District.

Objective 1.1. Develop and maintain a framework for all hazards risk identification, assessment, and reduction.

National Priority: Implement the NIPP

Initiative 1.1.1. Update the District Response Plan to include the District's mitigation framework and agency specific roles and responsibilities in supporting this framework.

Initiative 1.1.2. Conduct a risk assessment of the District based on the District's threats and vulnerabilities and the associated consequences, to be updated annually.

Initiative 1.1.3. Based on the results of the risk assessment, implement changes to policies, plans, protocols, training, exercising, and capabilities as needed.

Objective 1.2. Continually educate, inform and prepare those who live, work, and visit the District of Columbia on the measures needed to enhance community and personal safety and security.

National Priority: Not Applicable

Initiative 1.2.1. Update and print the family preparedness guide including distribution to each district residence on a bi-annual basis.

Initiative 1.2.2. Translate the preparedness guide into the seven most commonly spoken languages within the District and on audiotape.

Initiative 1.2.3. Promote school preparedness program such as "masters of disasters" to help educate children.

Initiative 1.2.4. Develop and maintain family preparedness guides targeting children as the readers.

Initiative 1.2.5. Update school preparedness planning guide for DC public, charter and private schools.

Initiative 1.2.6. Update business preparedness planning guide for small and large businesses.

Initiative 1.2.7. Post updated family, school, child, and business guide preparedness information on dc.gov.

Initiative 1.2.8. Develop means for collecting feedback on the utility and effectiveness of informational material and use that feedback to drive improvements -Develop a survey for community informational session, CERT training, and other community based functions, develop a web-based to where residents can submit comments or suggestions for homeland security and emergency responses issues.

Objective 1.3. Enhance methods of inter-operable communications.

National Priority: Strengthen Communications Capabilities

Initiative 1.3.1. Ensure communications redundancy/resiliency of the Unified Communications Center facility and/or capabilities.

Initiative 1.3.2. Implement credentialing program to provide a standard identification card designed to conform with DHS rules that will be used by District employees and first responders

Objective 1.4. Gather, analyze, synthesize, and formulate intelligence into useable information for sharing and dissemination.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

Initiative 1.4.1. Develop capability and capacity to analyze information to identify trends or other actionable information.

Objective 1.5. Promote national policy to preclude the transport of hazardous materials through high threat cities.

National Priority: Not Applicable

Objective 1.6. Advocate that members of the National League of Cities adopt resolutions that encourage the United States Congress to pass legislation that bans the rail transport of Ultra Hazardous materials through highly populated cities and high threat cities and advocate that the U.S. Department of Homeland Security use its regulatory power to regulate the transport of ultra-hazardous materials.

Objective 1.7. Advocate that members of the U.S. Conference of Mayors adopt resolutions that encourage the United States Congress to pass legislation that bans the rail transport of Ultra hazardous materials through highly populated cities and advocate that the U.S. Department of Homeland Security use its regulatory power to regulate the transport of ultra-hazardous materials.

Objective 1.8. Advocate that members of the National Conference of State Legislatures adopt resolutions that encourage the United States Congress to pass legislation that bans the transport of Ultra Hazardous materials by rail, through highly populated cities and high threat cities and advocate that the U.S. Department of Homeland Security use its regulatory power to regulate the transport of ultra-hazardous materials.

Objective 1.9. Advocate for the passage of H.R. 1414, the “Extremely Hazardous materials Vulnerability reduction Act of 2005,” and S. 773, the “Extremely Hazardous Material Rail Transportation Act of 2005.”

Objective 1.10. Advocate for passage of S. 1256, the “Hazardous Materials Vulnerability Reduction Act of 2005,” and its companion piece of legislation of the same title, H.R. 3510.

Goal 2. Protect the community, people, assets, and critical infrastructure in the District.

Objective 2.1. Develop multi-disciplinary, best practices standards for assessment and protection planning for Critical Infrastructure and Key Resources.

National Priority: Implement the NIPP

Initiative 2.1.1. Identify and analyze current activities occurring within the District, to determine coordinated, successful priorities.

- Initiative 2.1.2.** Organize and build effective collaborations among all private and public sector entities operating within the District's homeland security structure.
- Initiative 2.1.3.** Recommend strategic priorities and operational initiatives to improve National Capital Region (NCR) efforts.
- Initiative 2.1.4.** Continue to evaluate current terrorism prevention initiatives for continued improvement.
- Initiative 2.1.5.** Identify and prioritize assets and critical infrastructure that need protection.
- Initiative 2.1.6.** Update the critical facility list and prioritize the list by function and annually.
- Initiative 2.1.7.** Develop and maintain a cadre of staff trained on risk identification, assessment and reduction.

Objective 2.2. Implement the results of assessments and lessons learned to provide effective protective measures to the extent practical.

National Priority: Implement the NIPP

- Initiative 2.2.1.** Develop prioritized protection plans for CI/KR.
- Initiative 2.2.2.** Identify funding mechanisms for the protection plan.
- Initiative 2.2.3.** Purchase and maintain an assessment tool for facility and assets assessment and risk reduction.

Objective 2.3. Provide information, training and resources to people who work, live or visit the District, including special needs populations, to help them protect themselves and their families.

National Priority: Not Applicable

- Initiative 2.3.1.** Update annually 39 District community clusters plans.
- Initiative 2.3.2.** Enhance preparedness and engage with District Business Improvement Districts (BIDSs), large business and associations to promote better understanding of all hazards preparedness.
- Initiative 2.3.3.** Enhance preparedness and engage with District Public, charter and Private schools to promote a better understanding of all hazard preparedness.
- Initiative 2.3.4.** Enhance preparedness and engage with District Advisory Neighborhood Commission members, faith groups and other community leaders to promote better understanding of all hazard preparedness.
- Initiative 2.3.5.** Provide go-kits for low income, home bound seniors and other special needs populations (based on population of elderly and special needs population)
- Initiative 2.3.6.** Support a training and annual exercise program within each of the 39 District community clusters.

- Initiative 2.3.7.** Disseminate awareness level training at key infrastructure and exclusion areas and for targeted public and private sector personnel.
- Initiative 2.3.8.** Provide regular training on all the emergency notification systems to staff within the DCEMA Emergency Communication Center.
- Initiative 2.3.9.** Train personnel on proper use of support equipment and potential threat devices.
- Initiative 2.3.10.** Train special response personnel to the technician level training.
- Initiative 2.3.11.** Translate the family preparedness guides, evacuation guides, and bioterrorism guides.

Objective 2.4. Develop protocols that ensure key infrastructure and exclusion area are inspected.

National Priority: Implement the NIMS and NRP

- Initiative 2.4.1.** Develop critical infrastructure prioritization.
- Initiative 2.4.2.** Develop protection plans for each site.
- Initiative 2.4.3.** Identify funding mechanisms for the protection plan.
- Initiative 2.4.4.** Reassess critical infrastructure key resources yearly.

Objective 2.5. Enhance public notification effectiveness and capabilities.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

- Initiative 2.5.1.** Provide editorial and technical support to DCEMA, Mayor's office and District agencies to post critical and time-sensitive information on the dc.gov website.
- Initiative 2.5.2.** Expand subscription to and use of all the alerting technologies through presentations to community and business representatives.
- Initiative 2.5.3.** Provide annual joint information systems training for D.C. Public Information Officers.
- Initiative 2.5.4.** Update and ensure redundancy/resiliency of the District's emergency notification systems.
- Initiative 2.5.5.** Expand the Emergency Alert System.
- Initiative 2.5.6.** Provide regular reviews of the "regular" text alert messages sent out and update plan annually.
- Initiative 2.5.7.** Conduct weekly tests of the EAS system.
- Initiative 2.5.8.** Conduct one test annually of the voice alert system.
- Initiative 2.5.9.** Develop effective means to notify "special needs" populations.

Objective 2.6. Update and ensure redundancy/resiliency of the District's emergency notification systems.

National Priority: Strengthen Communications Capabilities

- Initiative 2.6.1.** Ensure communications systems are resilient.
- Initiative 2.6.2.** Build a data exchange hub for seamless data integration with local, regional, and District agencies.

Initiative 2.6.3. Deploy wireless broadband public safety network throughout National Capital Region.

Initiative 2.6.4. Enhance interoperable communications for all DC public safety agencies.

Goal 3. Enhance the District's all-hazards planning, education, and response capabilities.

Objective 3.1. Develop and maintain a centrally coordinated District-wide Training & Exercise Plan to include both traditional and non-traditional responders as well as Emergency Liaison officers and District stakeholders.

National Priority: Not Applicable

Initiative 3.1.1. Develop and maintain a training and exercise calendar to include all agencies information.

Initiative 3.1.2. Promote on-line, DHS/ODP approved National Incident Management System and National Response Plan training for District personnel.

Initiative 3.1.3. Perform an annual building evacuation drill at each District Facility.

Initiative 3.1.4. Conduct an annual Senior Leader Exercise event.

Initiative 3.1.5. Conduct exercise to test each Emergency Support Function annually.

Initiative 3.1.6. Perform an annual test of the evacuation route street light timing.

Initiative 3.1.7. Establish level of training required for CBRNE responses for each first responder group.

Initiative 3.1.8. Develop and validate Awareness, Operations and Technician level curriculum.

Initiative 3.1.9. Enhance ELO preparedness by coordinating and providing training twice a year for the District's emergency liaison officers on the District's current plans, software, and communication systems.

Initiative 3.1.10. Train additional personnel to provide traffic control during emergencies.

Objective 3.2. Develop and update a comprehensive set plans and protocols for each Emergency Support Function detailing how lead and support agencies will perform their mission as identified within the DRP, to be updated on an annual basis.

National Priority: Implement the NIMS and NRP

Initiative 3.2.1. Update the District Response plan to include the District's mitigation framework and agency specific roles and responsibilities in supporting this framework on an annual basis.

Initiative 3.2.2. Ensure that all agencies understand their primary and support roles.

Initiative 3.2.3. Update the DRP yearly.

Initiative 3.2.4. Print and distribute.

Initiative 3.2.5. Post and distribute.

Initiative 3.2.6. Post on the website.

Initiative 3.2.7. Assist in facilitating ESF exercises; ensure that all ESF conduct a table top exercise.

Initiative 3.2.8. Update plans and protocols based on reports or assessments.

Objective 3.3. Strengthen plans and capabilities to detect the presence of CBRNE materials within the District.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Initiative 3.3.1. Expand and sustain District chemical, biological, or radiological attack response capability through medical education and training in the general community.

Initiative 3.3.2. Ensure emergency responders have the requisite equipment and training necessary to respond to a CBRNE event.

Initiative 3.3.3. Identify equipment standards, priorities, shortages, and funding needs for emergency responders, train and educate District health care professionals from all sectors to respond to a District medical emergency.

Initiative 3.3.4. Develop Standard Operating Guidelines (SOG) for CBRNE responses.

Initiative 3.3.5. Establish level of training required for CBRNE responses for each first responder group.

Initiative 3.3.6. Complete a capabilities gap analysis to determine decontamination needs.

Objective 3.4. Develop a comprehensive event/exercise after-action reporting and corrective action system.

National Priority: Not Applicable

Initiative 3.4.1. Develop after action report template or report tool for all exercises.

Initiative 3.4.2. Through after action reports, identify gaps in emergency response capabilities.

Initiative 3.4.3. Identify equipment standards, priorities, shortages, and funding needs for emergency responders.

Objective 3.5. Build a strong District-wide volunteer capability to assist emergency responders for all-hazards to include terrorism response and recovery through comprehensive training, exercises, credentialing and tracking, personal preparedness, public education and public information systems.

National Priority: Not Applicable

Initiative 3.5.1. Promote CERT Program.

Initiative 3.5.2. Increase CERT Volunteers.

Initiative 3.5.3. Revitalize the Medical Reserve Corps (MRC).

Initiative 3.5.4. Create a centralized data base of volunteers.

Initiative 3.5.5. Manage a database of community volunteers to be included within the District.

Initiative 3.5.6. Train additional personnel to provide traffic control during emergencies.

Objective 3.6. Strengthen plans and capabilities within the District to relocate and/or evacuate threatened and special needs populations.

National Priority: Expand Regional Collaboration

Initiative 3.6.1. Recommend development/enhancement of plans required by hospitals, nursing homes, and other health care facilities providing services for person with special needs.

Initiative 3.6.2. Update the transportation annex to the DRP on an annual basis in coordination with regional partners.

Initiative 3.6.3. Identify other special needs populations (e.g., congregate care facilities) and facilitate the development of preparedness and evacuation plans.

Initiative 3.6.4. Develop plans with FEMA Region 3 on supporting and directing evacuees to a safe location outside the District, if needed.

Initiative 3.6.5. Develop capability for the provision of shelter (including animals), mass care, and public and mental health.

Initiative 3.6.6. Update and maintain shelter listing by assessing the current shelters to ensure they meet specifications (capacity, ADA compliance, readiness, American Red Cross Certification & etc.).

Initiative 3.6.7. Maintain a list of accessible evacuation vehicles and drives, including possible water and rail modes of transportation.

Initiative 3.6.8. Provide emergency power to critical intersections.

Initiative 3.6.9. Improve notification with special needs populations and between government and health care facilities.

Initiative 3.6.10. Develop and/or expand MOUs with neighboring state and local jurisdictions to support the District during an emergency.

Initiative 3.6.11. Ensure active participation from the District of Columbia on each of the Regional Emergency Support Function committees, regional working groups, and governance bodies.

Initiative 3.6.12. Participate in reviews and continued enhancement of the Regional Emergency Coordination Plan.

Objective 3.7. Develop and/or expand MOUs with neighboring state and local jurisdictions to support the District during an emergency.

National Priority: Expand Regional Collaboration

Initiative 3.7.1. Identify what agencies currently have MOUs in place with state and local jurisdictions with the NCR.

Initiative 3.7.2. Conduct an assessment of agency plans or projects which will need MOUs with state and local jurisdictions within the NCR

Initiative 3.7.3. Determine which agencies need MOUs with non-government entities.

Initiative 3.7.4. Develop emergency procurement procedures to be implemented during a crisis.

Initiative 3.7.5. Draft and execute all necessary MOUs/agreements.

Objective 3.8. Continue to educate the community on emergency preparedness to include preparation stages, “shelter-in-place” and evacuation protective actions, and after event actions.

National Priority: Not Applicable

Initiative 3.8.1. Update business-planning guide to include information and recommendations on training and exercises that can be conducted.

Initiative 3.8.2. Develop and distribute standardized reference literature for first responders (including pocket guides, DOT Hazmat emergency response guides, & etc.).

Initiative 3.8.3. Develop citizen shelter-in-place planning guide for distribution in neighborhoods.

Objective 3.9. Continuously evaluate the needs, capabilities, and resources of District response teams for purposes of enhancement and integration into response plans.

National Priority: Expand Regional Collaboration

Initiative 3.9.1. Conduct yearly gap analysis for CBRNE and other disaster response capabilities.

Initiative 3.9.2. Ensure that District plans are compatible with regional plans.

Initiative 3.9.3. Develop alternative means of financing goods and services for first responders.

Objective 3.10. Develop Standard Operating Guidelines (SOG) for CBRNE responses.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Initiative 3.10.1. Review all agency CBRNE SOGs to assure unification/compliance.

Initiative 3.10.2. Determine criteria for the need of CBRNE detection at an event/venue and develop a response plan for alarm activation.

Objective 3.11. Enhance the comprehensive, integrated public health emergency preparedness, response, recovery, and mitigation program.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Initiative 3.11.1. Complete regional medical surge and mass prophylaxis capability needs assessment and planning.

Initiative 3.11.2. Develop prioritized spending plan to eliminate public health capability gaps in the District.

Initiative 3.11.3. Expand laboratory capacity; enhance disease preparedness activities and disease preparedness activities and disease surveillance reporting capability.

Initiative 3.11.4. Expand District medical containment and isolation capacities to respond to chemical, biological, or radiological attacks.

Initiative 3.11.5. Develop/or enhance District Mass Fatality plan.

Objective 3.12. Ensure continuous compliance with the National Incident Management System (NIMS) and conformance to and interface with the National Response Plan (NRP).

National Priority: Implement the NIMS and NRP

- Initiative 3.12.1.** Issue NIMS compliance guidelines to District agencies, compatible with regionally developed standards.
- Initiative 3.12.2.** Perform baseline District-wide NIMS assessment.
- Initiative 3.12.3.** Assist District agencies with guidance on how to revise emergency management plans and protocols to integrate NIMS.
- Initiative 3.12.4.** Develop and maintain NIMS-compliant District-wide resource management system.
- Initiative 3.12.5.** Periodically assess NIMS implementation.
- Initiative 3.12.6.** Identify District agencies that are not currently utilizing the standardized ICS and provide ICS compliance criteria (including adoption of plain language communications), January 31, 2006.

Objective 3.13. Integrate District and regional training and exercise programs.

National Priority: Expand Regional Collaboration

- Initiative 3.13.1.** Update the regional training and exercise calendar to support National Capital Region (NCR) activities.
- Initiative 3.13.2.** Participate in the regional training and exercise panel, including the exercises developed by the committee for the primary purpose of promoting regional collaboration and coordination.
- Initiative 3.13.3.** Develop and validate awareness operations and technician level curriculum.
- Initiative 3.13.4.** Conduct a training needs analysis based on requisite training.

Goal 4. Enhance the District's capabilities to restore and stabilize government operations and community life.

Objective 4.1. Update recovery plans and procedures.

National Priority: Not Applicable

- Initiative 4.1.1.** Update the District of Columbia Recovery Plan as required by FEMA.
- Initiative 4.1.2.** Work with surrounding National Capital Region (NCR) partners in a regional approach to recovering from a large disaster.
- Initiative 4.1.3.** Establish a security procedure for retrieving emergency goods from storage facilities.
- Initiative 4.1.4.** Identify vendors and develop contracts to cover food and water and other supplements for victims impacted by disaster and critical government employees.
- Initiative 4.1.5.** Enhance District capability for receiving people from outside the District of Columbia who have been displaced from areas experiencing disasters or catastrophic.

- Initiative 4.1.6.** Develop and maintain a plan for a hotel housing program during emergencies.
- Initiative 4.1.7.** Develop protocols for activating supportive resource services (e.g. needs assessment, food stamp program, job assistance program) for those impacted by disaster.
- Initiative 4.1.8.** Identify funding sources for coordinating the development of a District Recovery plan.

Objective 4.2. Update plans to ensure the continuity of government.

National Priority: Not Applicable

- Initiative 4.2.1.** Update the District of Columbia plans as required by FEMA.
- Initiative 4.2.2.** Ensure that each agency develops and submits a COOP/COG plan.
- Initiative 4.2.3.** Identify the COOP/COG plans that need to be enhanced.
- Initiative 4.2.4.** Ensure that all agencies have basic emergency response plans, evacuation, and capability to recall personnel during an emergency.

Objective 4.3. Develop and maintain a plan to promote economic stabilization after a disaster in the District.

National Priority: Not Applicable

- Initiative 4.3.1.** Review the economic impact of Sept. 11th and what stapes were taken to restore the economy.
- Initiative 4.3.2.** Identify potential economic impacts and develop plans for recovery of the economy.
- Initiative 4.3.3.** Identify funding sources for coordinating the development of a District recovery plan.

Objective 4.4. Define roles and responsibilities of District support agencies and private stakeholders in developing District community and economic recovery plan.

National Priority: Not Applicable

- Initiative 4.4.1.** Research private sector continuity of services plans and capability.
- Initiative 4.4.2.** Conduct coordination meetings among affected District stakeholders to develop a comprehensive recovery plan.
- Initiative 4.4.3.** Revise the recovery plan based on lessons learned through exercises.
- Initiative 4.4.4.** Develop and implement recovery training and exercise plans and implement corrective actions to the comprehensive recovery plan as needed.

Objective 4.5. Develop and maintain a plan for supporting regional family assistance and reunification across the NCR.

National Priority: Expand Regional Collaboration

- Initiative 4.5.1.** Participate in regional NCR Family Assistance meetings.
- Initiative 4.5.2.** Ensure that DC plans correlate with NCR patient tracking project.
- Initiative 4.5.3.** Identify what needs have to be met in order for the District to fully support the NCR Family assistance project.

EVALUATION PLAN

The Strategic Plan is organized around four goals that are defined by specific objectives. The plan was designed such that the achievement of the objectives under each goal will lead to an achievement of each goal. The objectives, in turn, are defined by the action steps necessary for their completion. Each objective will be assigned to an agency or organization, the director of which will bear primary responsibility for its completion. Each action step will have a specific timeline and measurable performance outcome that will provide the mechanism of accountability.

The Emergency Preparedness Council (EPC) will track on a bi-monthly basis, at a minimum, the completion of the action steps as defined by the objectives in the plan. Through this process, the EPC will be charged with ensuring progress towards completion of the plan on an ongoing basis. Evaluation of the plan's outcomes by the EPC will also provide the means for measuring the plan's effectiveness. Additionally, the EPC will review changes to national policy (e.g., amendments to rules and regulations, legislative changes, etc) through briefings from District, regional, and federal stakeholders.

The District will evaluate itself through after-action reporting of exercises and actual events. This program provides District Agencies and their partners with an opportunity to test plans, use equipment, and validate training. Exercises take place through the entire range of discussion- and operations-based exercises and in a number of settings. Plans and procedures are exercised through tabletop exercises. Emergency responder use of new equipment and procedures is tested during functional exercises. Multi-discipline full-scale exercises provide the District Agencies with an opportunity to put it all together and validate their assessments.

To facilitate the evaluation of homeland security programs, the District developed a Multiyear Exercise Plan. The plan provides the District with a comprehensive method to exercise and evaluate the District Agency capabilities that contribute to homeland security goals. Additionally, the Multiyear Exercise Plan outlines a cycle of exercise activity based on realistic threat-based scenarios of increasing complexity requiring a multi-discipline response.

Once an exercise or event is completed, an after-action report details observations that highlight good practices, as well as practices that need improvement or have deficiencies. The report provides not only a means of evaluation, but a vehicle for implementing corrective actions as a result of the evaluation.