

EMERGENCY  
PREPAREDNESS  
REVIEW COMMITTEE



90 Day Progress Report

City of Philadelphia  
October 11, 2006

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# Transmittal Letter

October 11, 2006

Mayor John F. Street  
Mayor's Executive Office  
Room 215 City Hall  
Philadelphia, PA 19107

Mayor Street:

When we presented you and the citizens of Philadelphia with the report of the Emergency Preparedness Review Committee (EPRC) on July 13, 2006, we pledged an update in 90 days. We are proud to present you, the Council and the citizens of Philadelphia with this report.

Substantial progress has already occurred. As the Philadelphia region knows, our immediate focus after the presentation of the report in July was planning and launching a comprehensive Citizen Preparedness Education Campaign in September. The "Ready or Not" campaign has begun in earnest, as evident from the billboards and television and radio ads currently blanketing the City. Some experts argued that there was not enough time to plan such an effort in the short time period available. But they did not fully appreciate the ability of City personnel and corporate and non-profit leadership who worked tirelessly to make this campaign a reality under short notice.

Other efforts are also under way, including, the installation of new technology at the Emergency Operations Center; the training of staff, including you and your cabinet on the National Incident Management System; and the establishment of several working groups to organize and implement recommendations addressing mass care, sheltering, and the special needs populations.

The following narrative provides a detailed examination of the City's efforts for each of the EPRC's July recommendations. In many cases, cost estimates have been included for the top priority issues for consideration in budget discussions.

The City has implemented many of the EPRC's recommendations because staff members have been temporarily reassigned from other departments. A primary goal for the next quarter is to institutionalize the implementation of recommendations by filling the additional positions for the Office of Emergency Management recommended in the report.

Our intended plan of action is underway and has progressed at an aggressive and steady pace. The City should be proud of the steps taken so far and eager to continue the job to make Philadelphia a more prepared and resilient city.

Sincerely,

Pedro A. Ramos, Esquire  
Managing Director

Harvey Rubin, M.D., PhD  
University of Pennsylvania

# Executive Summary

In the short time since the Emergency Preparedness Review Committee (EPRC) report was presented on July 13, 2006, the City of Philadelphia has been reminded of the risks and unexpected crises it may face. The foiled attempt to blow up U.S. airline flights from London to Washington, DC, the repatriation of thousands of citizens escaping the violence in Lebanon, the deadly heat wave in early August and the underground electrical fire in Center City a few weeks ago confirm that the City is embarking on an extremely important journey: to ensure that its citizens, government, and business community are resilient and are prepared to handle a major emergency.

The EPRC report identified areas where the City was strong in emergency preparedness and the gaps that need to be addressed. Philadelphia is not alone amongst its peers. Just days before the EPRC report was issued, the U.S. Department of Homeland Security released a report on the preparedness levels of the 50 states and 75 largest urban areas, finding preparedness levels below par.

The City has been recognized for its efforts. On July 26, Mayor Street was invited to address the National Press Club in Washington, DC as part of the release of a United States Council of Mayors survey on readi-

ness one year after Katrina and five years after September 11. In September, Philadelphia was invited to participate in the Big City Emergency Managers Conference, sponsored by the Council for Excellence in Government.

Already, the City implemented a significant recommendation that will contribute to the preparedness of Philadelphia and the surrounding region: the launching of a regional public information campaign on emergency preparedness. This effort was accomplished by City staff, non-profit leaders, and corporate sponsors, who devoted countless hours to plan, create and launch a campaign in less than two months after the EPRC report was made public on July 13. The campaign was launched on September 18, with leaders from surrounding counties and the neighboring states of New Jersey and Delaware participating. One key participant was David Morse, acclaimed actor, who graciously agreed to serve as spokesperson for the campaign.

While the public takes action to be better prepared for an emergency, the City's Office of Emergency Management (OEM) is also taking significant steps by installing new technology in the Emergency Operations Center (EOC), updating its Emergency Operations Plan (EOP), and temporarily assigning staff from other departments to the OEM. Mayor Street signed an Executive Order to formally adopt the National Incident Management System (NIMS) as City policy and certified the City's compliance with NIMS, ensuring that key City staff members are trained in NIMS. This adoption is important, as it will secure the City's eligibility for Department for Homeland Security (DHS) preparedness funding.



*Ready Region Campaign Launch, Courtesy of Richard McMullin, Philadelphia Airport System*

Preparedness is a regional effort, as the EPRC report emphasized. As such, the Southeastern Pennsylvania Regional Task Force is sponsoring a Tri-State Preparedness Conference to better link the Delaware Valley states, municipi-

palities and other agencies that are responsible for terrorism and domestic preparedness. The conference is a one-day, "invitation only" high-level meeting of approximately 300 preparedness and response executives in the Delaware Valley, and will be held at the Willow Grove Naval Air Station / Joint Reserve Base in Horsham, Pennsylvania on October 11, 2006, the date of this report. The focus of the conference is on mutual aid, communications, and overall system and equipment interoperability across jurisdictional lines. This conference is necessary to promote local and regional linkages for planning, training, and exercising so that the region will be ready to respond and recover together in the face of a major catastrophe.

The EPRC report listed the ability to communicate between different agencies, the Police and Fire Departments and other key first responders, whether at an emergency scene or in Southeastern Pennsylvania Transportation Authority (SEPTA) tunnels, as one of the highest priorities facing the City. The City formed a task force to address the critical problem of radio communications by Philadelphia Fire and Police personnel, especially in SEPTA tunnels. A short-term solution identified would allow the City to use the SEPTA 500 MHz radio system for underground incident communications and management. SEPTA will provide radios to both the Police and Fire Departments, and each group will work together to refine the working procedures for the radio system. The City will continue to search for longer-term solutions to this challenge, faced by several cities with significant underground mass transit systems.

The Tier 1 Tactical Solution for regional interoperability is being rolled out over the next month to the five surrounding Pennsylvania counties. This is an important component in overall communications interoperability among the five counties. The City also made progress in institutionalizing E Team in all departments and assigned the Fire Department as lead for addressing the challenge of one-way communication between ambulances and hospitals.

Many of the EPRC recommendations require the expertise of the Law Department to draft regional agreements, memoranda of understanding and

pre-event contracts for vendor services before a disaster strikes. The Law Department drafted the Executive Order to adopt NIMS and currently is drafting legislation that clarifies authority for quarantines and evacuations. They also are drafting ordinances to clarify quorum issues for City Council. Providing clear legal authorities and understanding contracts and agreements before an emergency hits will allow first responders and City leaders to respond more efficiently and effectively.

More than 100,000 people are employed by hospitals and the healthcare industry in Philadelphia and the surrounding region. These professionals need to be fully integrated in the regional emergency preparedness efforts. The City is working with PECO energy to designate hospitals as critical infrastructure and assign them with a seat at the EOC. Additionally, the City drafted a mass fatality plan. Recognizing that the City is the destination for thousands of evacuees along the east coast, the City formed a working group to create a mass care and shelter plan.

The City also designated staff from the Division of Social Services to lead efforts to address the recommendations involving the assistance and protection of special needs populations.

Continuity of Government (COG) and Continuity of Operations (COOP) planning ensure that governments can continue to provide essential services to its citizens, even during a catastrophic event. The EPRC report recommended that City agencies focus on developing, implementing and testing COG and COOP plans and ensuring backup generation at key City facilities. The OEM developed a timeline and organization chart for creating and testing COG and COOP plans. Philadelphia Gas Works (PGW) loaned one of its business continuity experts to serve as the City's technical advisor for organization and implementation of the COOP function. City staff drafted an IT Project Request form for COOP software for the City's IT Governing Board, which will be submitted by its October 13, 2006 deadline.

The City continues to meet with the private sector to forge public-private partnerships for emergency preparedness. These partnerships can serve as a forum for continuity planning, resource capabilities, and implementation of recommendations.

The City also continues to be an active participant in the Southeastern Pennsylvania Task Force Evacuation Planning Committee, formed earlier in 2006 with representatives of the City's OEM, Streets and Police Departments.

As recommended in the report, officials from PECO Energy approached the Southeastern Pennsylvania Regional Task Force to conduct a major power outage exercise involving elected and appointed government officials, large and small businesses, hospitals, universities, social service agencies and others. Initial planning is underway, and the exercise is expected to take place in the first quarter of 2007.

As the City has formed many working groups to tackle the recommendations and temporarily assigned employees to lead those efforts, the most pressing steps facing the City are hiring the additional personnel to fully staff the OEM, finalizing the costs to implement the EPRC recommendations, and integrating cost projections into the City's annual budget cycles. These key steps will help institutionalize the recommendations and provide continuity of implementation.

## **CONCLUSION**

The City accomplished much in the short, 90-day timeframe. The City focused its initial efforts on launching a regional citizen preparedness education campaign to bring the EPRC and its work to the people. It tapped new talent and expertise from City staff and the private and non-profit sectors to implement this and other important recommendations created by the EPRC.

The next update report is due January 2007. Although the City has undertaken a tremendous amount of work in the first 90 days, the next 90-day period needs to focus on sustaining and cementing these efforts by hiring permanent staff to continue this work. The EPRC acknowledged early on the inability of the

OEM to tackle key recommendations because of its limited staffing. The next window of effort needs to focus on arming the OEM to lead and manage the implementation. This new personnel will continue and enhance the momentum that the EPRC report generated, ensuring that emergency preparedness continues to be a high priority for the City and the region.

# Major Accomplishments - First 90 Days

## INTRODUCTION

The following narrative examines the progress the City has made in implementing the recommendations from the July 13, 2006 Emergency Preparedness Review Committee (EPRC) report. This review is organized into the following categories, based on the EPRC report:

- 1) Citizen Preparedness Education Campaign
- 2) Special Needs Populations
- 3) Emergency Management Enhancement
- 4) Federal, State and Regional Partnerships
- 5) Interoperable Communications Issues
- 6) Proposed Legislative Changes
- 7) Integration of Health and Human Services into the Philadelphia Office of Emergency Management
- 8) Continuity of Government and Continuity of Operations
- 9) Public-Private Partnerships
- 10) Evacuation Planning
- 11) Critical Infrastructure

## 1) CITIZEN PREPAREDNESS EDUCATION CAMPAIGN

Promoting transparency and community engagement in emergency management was a central theme of the EPRC report. The City recognizes the importance of communicating with the public before, during and after an emergency. With the leadership and experience provided by Linda Rosanio and The Star Group, Steph Rosenfeld and Identify Advisors, and Tom Foley and the American Red Cross, the City launched a regional citizen emergency preparedness campaign on September 18, 2006. City staff, corporate partners, non-profit leaders and others devoted a vast number of hours to develop, create and launch this campaign in less than two months.

Besides launching the public information campaign, the City also identified the following recommenda-

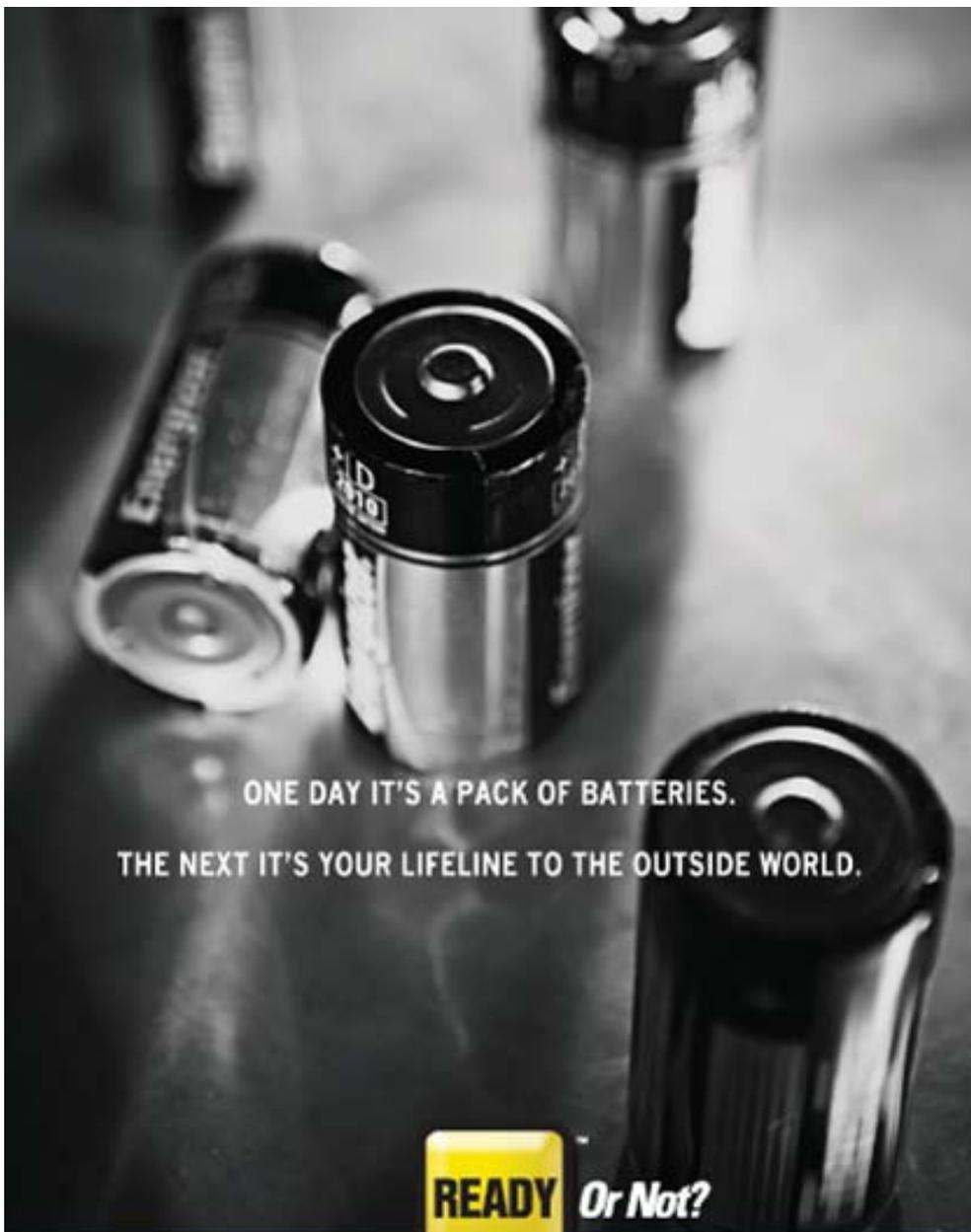
tions as priorities for immediate implementation that address information and community engagement of emergency preparedness:

- Creation of a broadcasting working group with emergency management staff
- Citizen satisfaction survey about emergency preparedness
- Philadelphia School District's shelter-in-place exercise
- Development of a strategy by the public information officers in all agencies of the City for updating communication plans, identifying training and exercising opportunities and developing plans for staffing the Emergency Operations Center (EOC) during a crisis.

## Public Information Campaign

The Ready Region Campaign was launched on September 18, 2006 at the Philadelphia International Airport (PHL). Hosted by Mayor Street, Managing Director Pedro Ramos and EPRC Co-Chair Dr. Harvey Rubin, the launch was attended by elected and appointed officials and other staff from the Philadelphia City Council; Pennsylvania General Assembly; States of Delaware, Pennsylvania, and New Jersey; Atlantic, Gloucester and Salem Counties in New Jersey and Bucks, Chester, Delaware and Montgomery Counties in Pennsylvania. The support and cooperation of the governments from these three states and numerous counties demonstrated the recognition that a regional citizen preparedness education campaign is critical to preparedness for future emergencies.

For this campaign, the City was able to obtain key corporate partners, including The Star Group who created the taglines and logos for the campaign, American Red Cross, The Philadelphia Inquirer/Daily News/Philly.com, Verizon Wireless, Comcast, and PECO Energy. Other corporate sponsors, such as Wawa, Lockheed Martin, and Independence Blue Cross will be joining with the City to continue this campaign.



ONE DAY IT'S A PACK OF BATTERIES.  
THE NEXT IT'S YOUR LIFELINE TO THE OUTSIDE WORLD.

**READY** Or Not?

**A HOUSEHOLD PREPAREDNESS PLAN**



**THE TIME TO START PLANNING FOR AN EMERGENCY IS NOT IN THE MIDDLE OF ONE.**

You have batteries for go-to's until you need them to operate a flashlight or a portable radio. In the heat of an emergency (fire, flood or natural), there are some things you'll need to know. Things you'll need to do. And things you'll need to have. Find out what to do to make sure you're ready.

[www.readyregion.org](http://www.readyregion.org)  
1-877-READY-11

In an emergency you are either ready or you're not.  
Be ready. Make a plan. Get what you need.

**WHAT TO HAVE IN YOUR HEAD.**

Develop an emergency plan with members of your household.

- \* Choose a location to meet after an emergency.
- \* Contact emergency services from your home and neighborhood.
- \* Identify an out-of-state relative to contact if separated during an emergency.
- \* Plan for the special needs of anyone in your home and your neighborhood (elderly, disabled, family members).
- \* Find out where you live (city or zip code).
- \* Know everyone in your household's name and phone number.
- \* Be familiar with emergency plans for your workplace, school or daycare.

**WHAT TO HAVE IN YOUR HOME.**

During an emergency you may be told to "shelter in place." Have enough supplies on hand to last 72 hours.

- \* 2 gallons of drinking water for each household member
- \* Food (at least 3 days)
- \* Manual can opener
- \* Battery-powered radio
- \* Flashlight and extra batteries
- \* First aid kit
- \* Personal care items
- \* Cell phone, phone

**WHAT TO HAVE IN YOUR HAND.**

All household members should have a "go bag" containing items needed in the event of an evacuation:

- \* Photocopies of important documents
- \* Car's set of car and house keys
- \* Credit cards, ATM bank cards, \$20-\$50 in cash
- \* Money to get food and bottled water
- \* Medication — at least one week's worth
- \* 4 first aid kit
- \* Sturdy shoes, raincoat, a extra blanket
- \* Working phone and contact information for your household along with a local regional map
- \* Child care separation and other personal care items
- \* Pet supplies





HOY ES UN ABRELATAS COMÚN Y CORRIENTE.  
ALGÚN DÍA PODRÍA SER LA ÚNICA FORMA DE ALIMENTAR A SU FAMILIA.



UN PLAN FAMILIAR DE PREPARACIÓN PARA EMERGENCIAS



**NO DEBE ESPERAR A QUE OCURRA UNA EMERGENCIA PARA ELABORAR UN PLAN.**

Uno no le presta atención hasta que no hay otra manera de abrir una lata de atún. En caso de una emergencia (provocada por el hombre o natural) hay algunas cosas que necesitará saber. Cosas que necesitará hacer; y cosas que necesitará tener. Averigüe qué debe hacer para asegurarse de estar preparado.

[www.readyregion.org](http://www.readyregion.org)  
1-877-READY-11

Cuando ocurre una emergencia, o está preparado, o no. Esté preparado. Planifique. Tenga a mano lo que necesita.

**LO QUE DEBE TENER EN CUENTA.**

Elabore un plan de emergencias con los miembros de su hogar.

- Elija un lugar para reunirse luego después de una emergencia.
- Revisen aperturas para escapar las vías de salida de su hogar y vecindario.
- Identifique un parente que vive fuera del estado al que puedan contactar en caso de que deban separarse durante una emergencia.
- Preena las necesidades especiales de los miembros de su familia que sean discapacitados o no hablen inglés.
- Revisen aperturas de puerta en práctica de su plan con regularidad.
- Entregue a todos los integrantes de su hogar una copia del plan.
- Practíquense con los planes de emergencia de su lugar de trabajo, escuela o guardería infantil.

**LO QUE DEBE TENER EN SU CASA.**

Durante una emergencia, le podrán decir que se refugie en el lugar donde se encuentre por un período de tiempo.

- 2 galones (1/2 litro) de agua potable por cada miembro de su hogar.
- Alimentos básicos para el consumo.
- Neveras manual.
- Radio a batería.
- Lámpara y batería de repuesto.
- Un sillón.
- Artículos de higiene personal.
- Botellas creatas, limpias.

**LO QUE DEBE TENER A MANO.**

Todos los hogares deben preparar un "kit de emergencia" con los artículos indispensables en caso de evacuación.

- Fotos y documentos importantes.
- Juego extra de llaves de la casa y el auto.
- Tarjetas de crédito, tarjetas del seguro automotriz, \$50 o \$100 en efectivo.
- Alimentos básicos para el consumo y agua embotellada.
- Medicamentos (los necesarios para al menos una semana).
- Un botiquín de primeros auxilios.
- Cálculo reciente, equipo para la lluvia, una manta de emergencia.
- Un lugar de encuentro o otro método de contacto para su grupo familiar así como un contacto fuera de la región.





readyphiladelphia.org

readyphiladelphia.org

Other contributors to the City's campaign include:

- SCA (a regional paper manufacturing company)
- Clear Channel
- Viacom/CBS Outdoor
- Keystone Outdoor
- Temple University
- Most TV stations
- Many radio stations
- Southeastern Pennsylvania Transportation Authority (SEPTA)
- Tanner Industries
- Telenium Communications Group
- Philadelphia Water Department
- Philadelphia Gas Works (PGW)

The City of Philadelphia was fortunate to secure David Morse, a well known actor who has lived in Philadelphia since 1994, as spokesperson for the public information campaign. Mr. Morse has personal experience with emergencies, as he and his family were in their house in California during an earthquake. His message, which will be in public service announcements (PSAs), is that the time to start planning for an emergency is now, not in the middle of one.

The PSAs are currently running on several local television and radio stations.

More than 8,500 bill stuffers have been distributed at recreation centers, police districts, and community events. During the remainder of October, an additional 35,000 bill stuffers will be distributed to the Philadelphia More Beautiful Committee, the Local Emergency Planning Committee, and others.

In addition, the Philadelphia Water Department will insert bill stuffers throughout the month of October, which will reach more than 470,000 households.

Wawa plans to distribute campaign materials through its stores across the region.

The Campaign also secured at least 22 billboards as of October 11, which display advertisements stressing emergency preparedness. These billboards will encourage readers to go to the Ready Region website ([www.readyregion.org](http://www.readyregion.org)) or call the 1-877-Ready-11 number for more information.



*Ready Region Campaign Launch, Courtesy of Richard McMullin, Philadelphia Airport System*

The Philadelphia Inquirer and The Daily News placed an eight-page insert on emergency preparedness that appeared on Wednesday, September 27, and an insert aimed at children on Tuesday, October 10.

### **Broadcaster Working Group**

During the EPRC process, representatives from the EPRC Public Information and Community Engagement Subcommittee met with media professionals to discuss the media's plans during an emergency and to understand how they could help the City during a major event. This meeting revealed that broadcasters were not knowledgeable of City operation plans during an event or roles and responsibilities of City departments during a catastrophic event.

Channel 6 WPVI convened a meeting of broadcast (television and radio) professionals and regional emergency management staff to discuss how the media and emergency management could work more closely during a crisis. They formed a working group and developed the following subcommittees:

- Joint Communications
- Infrastructure/Technology
- Policy

The broadcast group is considering whether they would have just one station represent them to effectively inform the public during a major catastrophic event, rather than simply competing for ratings. The working group also will review media continuity planning and the ability to use other stations' resources if a station is unable to operate. One station has agreed to coordinate membership on the subcommittees and organize the next meeting.

### **Citizen Satisfaction Survey**

During the EPRC process, the City added several questions to poll citizens on their levels of emergency preparedness. The polling was completed on September 22 and preliminary results are expected soon.

Temple University, which provided several staff members for the Public Information and Community Engagement and Vulnerable Populations Subcommittees, conducted a statewide survey in Septem-

For more information visit the Ready Region website ([www.readyregion.org](http://www.readyregion.org)) or call 1-877-Ready-11

ber in collaboration with the Philadelphia Inquirer to study several issues. Because the survey added some questions about preparedness to the questionnaire used in southeastern Pennsylvania and additional interviews in New Jersey and Delaware, it presented a terrific opportunity to establish a baseline against which to assess the Ready Region Campaign and general emergency preparedness.

The survey was conducted by Michael G. Hagen at Temple University's Institute for Public Affairs and Alice J. Hausman at the Center for Preparedness Research, Education and Practice. Interviews for the survey were conducted September 14 – 20, with a random sample of 501 adults living in five counties in Pennsylvania (Bucks, Chester, Delaware, Montgomery, and Philadelphia), six counties in New Jersey (Atlantic, Burlington, Camden, Cumberland, Gloucester, and Salem), and New Castle County, Delaware. The data have been weighted to be demographically representative of the adult population of the region. The margin of error associated with a sample of this size is 4.5 percentage points.

Initial results show:

- Sixty percent of the region's residents think it is very important that the public do the things necessary to prepare for an emergency, and 30 percent think it is somewhat important.
- Just twelve percent of adults in the region are very confident that they are prepared for a large-scale emergency. Forty-two percent are somewhat confident, but 26 percent are not too confident and another 19 percent are not at all confident.
- Forty-eight percent report that someone in their household has purchased extra food and water to prepare for an emergency.
- Just 35 percent report that their household has arranged a meeting place to use in an emergency, and 28 percent have located a shelter where they could go in an emergency.

## Philadelphia School District Shelter-In-Place Exercise

During the week of September 18, 2006, the Philadelphia School District, in cooperation with the Philadelphia Fire Department, held shelter-in-place drills at all schools in the district. During the exercise, the School District also distributed 180,000 magnets with the Ready Philadelphia logo as well as a letter to be sent home to parents with tips about sheltering-in-place. Additionally, on September 18, the Philadelphia Fire Department directly supervised the drills at 40 schools.

## Strategic Planning for City Public Information Officers

The Mayor's Office of Communication was designated as the lead in a working group of public information officers that was charged with updating communication plans, identifying training and exercising opportunities, and developing plans for staffing the EOC during a crisis. A kickoff meeting will take place in October, and this working group will meet regularly to implement the recommendations addressing public information.

## 2) SPECIAL NEEDS POPU- LATIONS

The City designated Annabella Roig, Deputy Director of Social Services, to lead efforts to prioritize, organize and implement recommendations that focus on how the City can assist special needs populations during an event. Ms. Roig is forming a working group of City staff and non-profit organizations to help lead this effort.

The Subcommittee's definition of special needs populations includes...the segment of the community with increased risk in a disaster. The term encompasses groups that may not be able to access (or have reduced access to) the information, resources or services offered by the community in disaster preparedness, response and recovery. Traditionally, the vulnerable populations include subgroups such as those with physical, mental or cognitive disabilities (e.g., who rely on augmentative communication devices); illiterate or non-English speaking; the homeless; people who depend on continuous care from a hospital, nursing home, drug rehabilitation facility, prison facility, or home healthcare; individuals or families living in poverty; the unemployed; the elderly and frail; pets and service animals and the people who depend on them; and children.

## 3) EMERGENCY MANAGEMENT ENHANCEMENT

One of the key findings of the EPRC report is that the current Office of Emergency Management (OEM) is understaffed and the EOC is inadequate to handle a catastrophic event. The prioritized recommendations for this area included the following:

- Enhance emergency management staff immediately through temporary reassignment of City staff, hiring a Deputy Managing Director (DMD), and others
- Revise the City's Emergency Operations Plan (EOP)
- Upgrade the EOC
- Become National Incident Management System (NIMS) compliant to protect eligibility for Department of Homeland Security (DHS) funding
- Prepare after-action reports
- Update the City's Hazard Vulnerability and Risk Analysis (HVRA)
- Upgrade hazmat capacity

### Additional Resources to Support the Office of Emergency Management

The critical work of the OEM continues under the leadership of Director Michael Nucci. The City has narrowed its search for a new DMD of Emergency Management to a small pool of highly qualified individuals. It is expected that the new DMD will be hired by the end of October. Until the DMD can hire and fully staff the OEM, the Managing Director exercised his authority to secure temporary assignments for implementation. The following City staff are assisting in an interim capacity:

- Shannon Fitzgerald, EPRC Implementation Manager, has been on assignment from the Philadelphia Department of Public Health (PDPH) and has been leading implementation efforts since shortly after the report was launched on July 13. Subject matter experts from James Lee Witt Associates and consultant Martha Marshall are providing assistance as well.
- Stanley Olkowski continues as the Assistant Project Manager focusing on Continuity of Government and Continuity of Operations plans.
- Joan Przybylowicz, Public Affairs Manager of the Philadelphia Water Department and Co-Chair of the Public Information Subcommittee of the Southeastern Pennsylvania Regional Task Force, is on a three-month reassignment that started in early August and has led efforts to develop public education materials and launch the Public Information Campaign.
- Patti McLaughlin, Free Library, has been temporarily reassigned since April. She has conducted research for the EPRC efforts, written extensively, and coordinated logistics for the Public Information Campaign.
- William Erickson of the City Planning Commission has been temporarily reassigned since August. He has led the effort to update and restructure the City's EOP to ensure consistency with the Emergency Support Function structure.
- Staff from the Office of Supportive Housing (OSH) and the Department of Behavioral Health and Mental Retardation Services (DBH/MRS) are organizing and implementing initial efforts for many priority recommendations. Once the OEM is fully staffed, the above City employees will transfer their work to the OEM.

### The City's Emergency Operations Plan

The OEM updated the City's EOP and developed a draft of the Emergency Support Function annexes to bring them into compliance with NIMS. The City received valuable input and advice on the revised plan from the PEMA Planning Director.

### Emergency Operations Center Upgrades

The EPRC report noted the need for the City to expand the EOC as well as the need to benefit from current and emerging technologies. The EOC is currently being expanded to provide much needed space for the OEM and additional participants, such as a representative of the hospital community.

In September, the City installed a state-of-the-art video wall to provide emergency management officials within the EOC with enhanced situational awareness capabilities during an event.

The OEM just obtained a state-of-the-art information table with Federal Urban Area Security Initiative (UASI) funds. When fully installed, this tool will significantly enhance the City's ability to quickly assess, plan and respond to the impact of a major event in a specific neighborhood or region, combining detailed satellite photography with City and other data sources.



*Emergency Operations Center Video Wall, Courtesy of Jason Centeno, Video Communications Unit, Philadelphia Fire Department*

## **National Incident Management System (NIMS) Compliance**

NIMS creates a unified approach to incident management and command and management structures. NIMS and Incident Command System (ICS) training are required for all federal, state, local, tribal, private sector and non-governmental personnel that have a direct role in emergency management and response. This includes all emergency service disciplines, such as EMS, hospitals, public health, fire service, law enforcement, public works and utilities, skilled support personnel, and other emergency management response, support and volunteer personnel, as well as elected officials.

To be eligible for DHS funding, governments need to provide NIMS training as well as promote and encourage NIMS adoption by associations, utilities, non-governmental organizations (NGOs), and private sector incident management and response organizations.

The City of Philadelphia formally adopted NIMS by executive order on September 20. On September 28, Mayor Street certified the City's compliance with NIMS requirements to PEMA. See Appendices B and C, respectively, for the executive order and certification of compliance.

More than 10,000 City personnel have completed the introductory level NIMS training. The Mayor and members of his Cabinet completed NIMS training on Tuesday, October 10.

## **After-Action Reports**

Prior to the EPRC report, it was not common practice to document lessons learned following a major event. The City now has adopted the development and appropriate distribution of after-action reports as administrative policy, so they can be utilized to revise and update City plans. The City prepared reports for the fire in City Hall in May, the discharge of toxins and resulting fish kill in the Schuylkill River in May, and the significant effort to welcome and support those repatriated from Beirut, Lebanon this summer. The reports provided detailed timelines and identified successes and opportunities for improvements. Fire Commissioner

Lloyd Ayers is currently leading an effort to write an after-action report for the recent Center City underground electrical fire and resulting power outages and traffic issues.

## **Hazard Vulnerability Risk Assessment**

An assessment of risks serves several purposes. It allows the City to understand the threats it faces and to determine which hazards pose the most risks to citizens, buildings, and City resources. Since the completion of the EPRC report, the City and its consultants continue to refine the assessment. The assessment assigns probabilities to various threats, both natural, such as ice or wind storms, and man-made, such as a chemical spill or terrorist attack. The potential impacts on human health and life, property and the economy also are evaluated.

## **Hazmat Capacity Upgrades**

The Philadelphia Fire Department received radiological detection equipment recently to fill a large part of the gap identified in the EPRC report. The equipment ranges from survey equipment to isotope identifiers and portal monitors. Forty-six specialists are currently enrolled in a 160-hour hazardous materials technician training course.

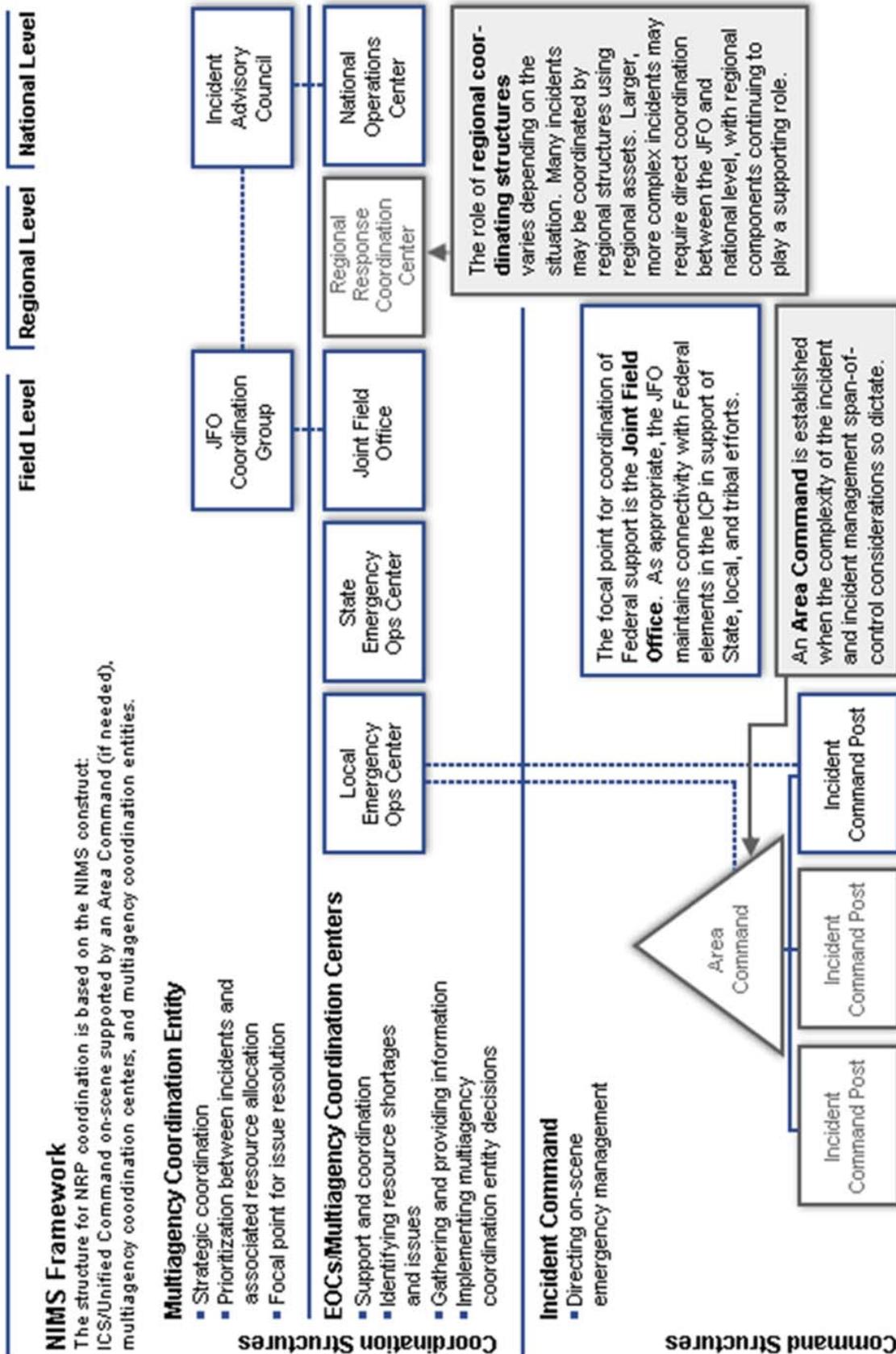
The Fire Department prioritized its short-term hazmat detection and protection equipment plans and is developing a long-range plan as well.

## *4) FEDERAL, STATE AND REGIONAL PARTNERSHIPS*

### **Southeastern Pennsylvania Regional Task Force Accomplishments**

The City of Philadelphia took a leading role in the development and success of the Southeastern Pennsylvania Regional Task Force and its subcommittees. The Task Force is co-chaired by Bucks County Emergency Management Director John Dougherty and Philadelphia OEM Director Michael Nucci. It has committees focusing on Police, Fire, Health, Mental Health, Hospitals,

## Putting it all together...



Technical Rescue, EMS, Communications, Training, Utilities, Voluntary Organizations Active in Disaster (VOAD), Hazmat, Schools, Exercises, Agriculture, and most recently added subcommittees on Public Information/Education and Transportation/Evacuation Planning. In addition to representatives of the five counties, the Commonwealth is represented by PEMA, the Pennsylvania Department of Transportation, the State Police, and the Pennsylvania Department of Health. The Federal government is represented by the U.S. Attorney's Office, DHS, and the FBI.

### **Regional Summit**

Some 300 emergency management officials from Philadelphia and the ten surrounding counties in Pennsylvania, New Jersey and Delaware are scheduled to meet at the Willow Grove Naval Air Station / Joint Reserve Base on the day of this report's transmittal. The focus of the conference is on mutual aid, communications, and overall system and equipment interoperability across jurisdictional lines. This conference is necessary to promote local and regional linkages for planning, training, and exercising so that the region will be ready to respond and recover together in the face of a major catastrophe.

### **National Guard and other Commonwealth Agencies**

In response to the EPRC report, the Commander of the regional National Guard Unit based at Willow Grove has extended an invitation to Managing Director Pedro Ramos to begin discussions on the City's emergency preparedness and response capabilities.

In the coming months, the City plans to work with other Commonwealth agencies as called for in the EPRC report. In addition, senior City staff will meet with senior staff of the Governor's Office in November.

## **5) INTEROPERABLE COMMUNICATION ISSUES**

The EPRC report noted the positive efforts to address interoperable communications by the Southeastern Pennsylvania Regional Task Force. A two-tiered approach was discussed.

The Tier I Short Range Tactical Communications Interoperability Solution is designed to provide short-range tactical communications between first responder agencies from multiple jurisdictions. This solution uses a mobile radio communications gateway patching device in addition to ten programmed mobile radios, one from each of the participating counties. The device and radios are to be transported to an emergency incident scene using the City's Mobile Command Post I vehicle. Through this Tier I solution, first responders can communicate across agencies or jurisdictions while on the scene.

The Tier I Tactical Solution is being rolled out to the five surrounding Pennsylvania counties over the next month. Each county will need to have equipment installed at the Task Force's expense or install it themselves if they choose. The Federal Regional Tactical Interoperability Plan will be used as the standard operating protocol.

The Task Force requested and received a \$6.4 million federal UASI grant to implement a Tier II longer-term solution that uses microwave communications technology to link the eleven-county dispatch centers.

The City completed the engineering study phase for this project on October 5. The Regional Task Force's Communications Committee hired a project management consultant to oversee the day-to-day issues that will emerge during implementation.

The City completed the integration of the Federal Interoperability Channel Project into the Philadelphia 800 MHz radio system. Weekly tests with the FBI radio dispatcher continue, as the Philadelphia EOC has the only console that currently contains this capability.

The Federal Regional Tactical Interoperability Plan was completed in late April and was peer-reviewed by technical representatives from other cities in the United States on June 8. The plan passed the peer-review process and was tested in a regional communications exercise on August 24. The final report on the exercise is expected in December.

### **Underground Interoperable Communications**

In August, Deputy Managing Director James Donaghy was appointed to lead a task force to identify short- and long-term solutions to the critical problem of communications by Philadelphia Fire and Police personnel underground, especially in SEPTA underground platforms. The task force directed a field survey to test current communication capabilities.

The survey found that, generally, Police and Fire 800 MHz radios operate at the mass transit concourse levels, but radio communications are not available at the station level.

Working with SEPTA officials, the task force identified a relatively low-cost, short-run solution to the problem. SEPTA agreed to allow the City to use their 500 MHz radio system for underground incident communications and management. SEPTA will provide an undetermined number of radios to both the Fire and Police Departments, and each group will work together to refine the working procedures for the radio system. SEPTA will assign one of their three communications channels to the City in the event of an emergency.

SEPTA also will consider permitting the City to use their analog repeaters in the event of an extended emergency, provided all agencies resolve communication system details. The City will test these systems before use. SEPTA and the City will investigate the use of a portable digital repeater if the repeater is compatible with the City's radio system.



Finally, SEPTA entered into an agreement to construct a wireless telephone system in subway tunnels, which is expected to be substantially completed by December 31, 2006.

The task force has held preliminary discussions with both Port Authority Transit Corporation (PATCO) and Amtrak representatives concerning underground communications in their facilities. Amtrak uses a 160 MHz VHF system and has a City 800 MHz radio in their command center. PATCO uses two separate radio systems. The Bridge Police use an 800 MHz radio system and the Transit Police use a 500 MHz radio system when underground. The Delaware River Port Authority has a City 800 MHz radio in their command center.

The task force also will investigate the communications technology used in underground systems nationally and explore the possibility of requesting assistance from the DHS Interoperable Communications Technology Assistance Program.

### **E Team – Managing Director’s Policy Directive Issued**

The region adopted a common situational awareness web-based E Team software, so that all parties involved in responding to a major event are trained in operational issues, such as tracking and managing incidents; gathering and sharing critical information; assessing impacts on critical infrastructure; notifying and alerting key parties involved in the response; coordinating a multi-agency response; and requesting, deploying and tracking resources. The software was originally purchased with UASI funds, and the Regional Task Force recently renewed its license for five more years.

Even though E Team had been adopted as an emergency management office standard within the region, the EPRC reported that Police and Fire Departments had not formally adopted the standard. On October 5, Managing Director Pedro Ramos issued an addendum to the existing Emergency Management directive adopting the use of E Team software for all incidents that meet specified emergency event criteria. That directive will become effective November 1, 2006. Training for the Police and Fire Departments will be provided in October 2006. OEM Director Michael Nucci communicated this development to regional partners at the quarterly meeting of the Southeastern Pennsylvania Regional Task Force.

### **Ambulance Communications**

Fire Department officials are exploring the possible linkage of the Fire Department EMS communications system with non-municipal ambulances through the Pennsylvania Department of Health’s 800 MHz radio network.

## **6) PROPOSED LEGISLATIVE CHANGES**

The Law Department drafted proposed legislation to clarify the Mayor’s authority for evacuations and quarantine in emergency situations, which will be introduced for consideration by the Pennsylvania State Legislature, including:

*“An Act amending Title 35 (Health and Safety) of the Pennsylvania Consolidated Statutes, further providing for authority of a Mayor of a City of the First Class in event of declaration of disaster emergency.”*

The City proposes an amendment to the Commonwealth law, to explicitly permit the Mayor of a City of the First Class, upon declaration of a local disaster emergency, the power to appropriate or utilize any private, public or quasi-public property if necessary to cope with the disaster emergency, only after provision for payment for said use under terms and conditions agreed upon as may be required by law.

Under Commonwealth law, the Governor may commandeer or utilize any private, public or quasi-public property if necessary to cope with a disaster emergency, subject to any applicable requirements for compensation under 35 Pa. C.S. sec. 7301(f)(4).

The proposed Commonwealth-enabling legislation would provide a Mayor of a City of the First Class with similar powers as the Governor to appropriate or utilize any private, public or quasi-public property if necessary to cope with the disaster emergency, only after provision for payment for said use under terms and conditions agreed upon as may be required by law.

*“An Act amending Title 35 (Health and Safety) of the Pennsylvania Consolidated Statutes, further providing for declarations of disaster emergency.”*

The City proposes an amendment to Commonwealth law, to explicitly permit Council to delegate to the Mayor the disaster declaration authority in a City of the First Class for a period not in excess of 30 days.

Under Commonwealth law, a “local emergency” may be declared by the governing body of a political subdivision (City Council) upon a finding that a disaster has occurred or is imminent. Under that provision, City Council can authorize the Mayor to declare a local disaster emergency, subject to its ratification. Currently, Commonwealth law provides that the declaration shall not be continued or renewed for a period in excess of seven days except by or with the consent of the governing body of the political subdivision. 35 Pa. C.S. sec. 7501(b).

The proposed Commonwealth-enabling legislation would allow the Philadelphia Code to be amended to permit a disaster declaration made by the Mayor pursuant to 35 Pa. C.S. sec. 7501 to last up to thirty days, which would permit the City to take advantage of the provisions of 35 Pa. C.S. sec. 7501(b) and (d) in the event of a disaster or emergency for up to thirty days if City Council is unable to act within the current prescribed time frame (seven days).

Plans call for these and other proposed changes to Commonwealth law to be considered in the spring 2007 legislative session.

### **Mutual Assistance Agreements**

Philadelphia and the four surrounding Pennsylvania counties have agreed to provide mutual assistance when the resources of an individual county are overwhelmed by the scale of an emergency event. The City continues to work to extend this agreement to the eleven-county region including six counties in New Jersey and Delaware.

The Mayors of Philadelphia and Baltimore have agreed in concept to a mutual assistance agreement that is expected to be finalized in the coming months.

### *7) INTEGRATION OF HEALTH AND HUMAN SERVICES INTO THE PHILADELPHIA OFFICE OF EMERGENCY MANAGEMENT*

The City of Philadelphia recognizes the possibility of a chemical or biological attack or pandemic disease outbreak that would require the City to treat mass numbers of casualties. Additionally,



*Philadelphia Hospital Employees, Courtesy of the Office of the City Representative*

the City has been approached by other cities and states as an evacuation destination that would force the City to shelter and feed thousands of people. For both of these events, it is necessary for the City to plan, train, and exercise more closely with hospitals, public health facilities, the broader medical community and agencies that provide emergency shelter and support services.

The following recommendations were identified as priorities during the implementation process:

- Integrate health and hospital emergency planning and preparedness activities into the scope of work for the OEM
- Develop a citywide mass fatality plan
- Develop a citywide behavioral health plan to respond to emergencies
- Implement CARES, an expanded use of CARES, or similar efforts to ensure secure electronic or automated flow of critical health and health facility-related data necessary to conduct surveillance and respond to emergencies that result in mass casualties and hospitalizations
- Assign a seat at the EOC for hospitals
- Declare hospitals critical infrastructure
- Amend Annex D/ESF 15 of the City's EOP to include the expanded definition of people with special needs to ensure that communication protocols are in place
- Establish a mass sheltering and care working group

### **Integrate Health and Hospital Emergency Planning and Preparedness Activities into the Scope of Work for the OEM**

The EPRC Implementation Team has drafted performance measurement goals and service level indicators for the OEM budget. These efforts will help integrate health and hospitals into the planning and training functions of the OEM.

### **Develop a Citywide Mass Fatality Plan**

A draft mass fatality plan has been developed by the Medical Examiner's Office (MEO) within the PDPH. The draft, completed in October, will be finalized by the end of the calendar year. This

plan is an important component of the City's draft Pandemic Flu Plan and is critical for the City's overall emergency preparedness.

### **Develop a Citywide Behavioral Health Plan to Respond to Emergencies**

The PDPH will work with the Department of Behavioral Health and Mental Retardation Services (DBH/MRS) to develop a citywide behavioral health plan. One meeting already has taken place. This plan will build upon DBH/MRS's previous efforts with the Pandemic Flu Plan, wherein they described their role and efforts in workforce preparedness.

### **Implement CARES, an Expanded Use of CARES, or Similar Efforts to Ensure Secure Electronic or Automated Flow of Critical Health and Health Facility-Related Data Necessary to Conduct Surveillance and Respond to Emergencies that Result in Mass Casualties and Hospitalizations**

This recommendation must be jointly implemented by the City and the Commonwealth. This topic will be placed on the agenda for the next meeting with the Commonwealth.

### **Assign a Seat at the EOC for Hospitals**

The City's EOC designated a seat for Philadelphia hospitals. In the short term, the Delaware Valley Healthcare Council (DVHC) will be that designee. However, due to the limited staffing of the DVHC, the City will continue to discuss with DVHC the best long-term solution for the seat.

### **Declare Hospitals Critical Infrastructure**

A meeting has been organized between the City, DVHC and PECO Energy to discuss the appropriate steps to declare hospitals as critical infrastructure. This designation is crucial to ensure priority restoration during a power outage.

### **Amend Annex D/ESF 15 of the City's EOP to Include the Expanded Definition of People with Special Needs to Ensure that Communication Protocols are in Place**

When the City's EOP was updated, it included the expanded definition of special needs populations. The draft of the revised EOP was completed on September 22, 2006.

### **Establish a Mass Sheltering and Care Working Group**

A working group to address the implementation of this recommendation will be directed by the Office of Supportive Housing and will be led by Commissioner Dainette Mintz; Leti Egea-Hinton, Director of OSH; and Anthony Holloway, Director of Logistics Facilities. They have identified City staff and non-profit and private sector participants who will be invited to contribute to this important effort. They have created a preliminary agenda for the first meeting, which is expected to be held soon.

## **8) CONTINUITY OF GOVERNMENT AND CONTINUITY OF OPERATIONS**

Continuity of Government (COG) and Continuity of Operations (COOP) plans ensure the delivery of public services during and after an emergency that interrupts daily operations. The EPRC report recommended that City agencies focus on developing, implementing and testing COG and COOP plans and ensuring backup generation at key City facilities.

The OEM and Managing Director's Office (MDO) held meetings to develop a timetable and deliverables for a COOP implementation project plan. PGW has loaned one if its subject matter

experts, Mark Lee, to serve as the City's technical advisor for organization and implementation of the COOP function. OEM and MDO staff developed an organizational chart with a reporting structure for each department. This chart included a core group of full-time COOP planning staff at the MDO to work with COOP administrators from each City department. They developed a project budget with options for staffing and software to implement COOP over a multi-year time period.

### **Backup Power Generation**

The City has developed a multi-year plan to install backup power generation in key City facilities. In the coming year, a second phase will be accelerated due to a reallocation of unexpended UASI funds from the 2004 grant year. Separately, the Philadelphia Water Department is accelerating the installation of backup generation at key pumping stations and other facilities.

## **9) PUBLIC-PRIVATE PARTNERSHIPS**

The City is exploring the formation of a Philadelphia emergency preparedness public-private partnership to enhance the City's preparedness and resiliency. This partnership will build upon existing efforts and capitalize on the momentum generated in the private sector to increase preparedness in the region.

The City is exploring the phased expansion of an existing public-private text-based messaging system jointly administered by the Police Department and the Center City District. Through this system, text messages are currently sent to more than a thousand building owners and managers and business and government officials with emergency management responsibilities.



*Backup Power Generator, Courtesy of Municipal Energy Office*



*Courtesy of the Office of the City Representative*

## 10) EVACUATION PLANNING

The City is an active participant in the Southeastern Pennsylvania Regional Task Force Evacuation Planning Subcommittee, formed earlier in 2006 with representatives from the City's OEM and Streets and Police Departments.

The Subcommittee is chaired by the Regional Pennsylvania Department of Transportation Traffic Division Manager with technical support by the Delaware Valley Regional Planning Commission. It has met several times this year and is currently developing evacuation scenarios, including those from Center City and other areas of Philadelphia. The Subcommittee plans to define and formalize the scope of effort required to facilitate and prepare detailed evacuation plans by the first quarter of 2007.

## 11) CRITICAL INFRASTRUCTURE

### **Philadelphia Gas Works Exercise Conducted**

PGW and several City departments conducted an extensive exercise this summer to test emergency preparedness for a major incident at key facilities. Valuable lessons learned will result in appropriate changes.

### **Major Power Outage Exercise Planned**

As recommended in the report, officials from PECO Energy have approached the Southeastern Pennsylvania Regional Task Force to conduct a major power outage exercise involving elected and appointed government officials, large and small businesses, hospitals, universities, social service agencies and others. Initial planning is underway, and the exercise is expected to take place in 2007.

## IMPLEMENTATION PLANS

In addition to the implementation work described here, the City is working on detailed implementation plans. An initial effort was made to break down the major recommendations in the report to specific actions. Each recommendation has been numbered based on the scheme used in the original report. There are 320 distinct items, although some overlap.

After each recommendation was numbered, a five phase implementation plan was developed:

- Phase A: Recommendations to be implemented within the first 90 days
- Phase B: Recommendations to be implemented within the first 180 days
- Phase C: Recommendations to be implemented within the first year
- Phase D: Recommendations to be implemented within two years
- Phase E: Recommendations to be implemented within 2 – 5 years

Each recommendation was assigned to an implementation phase.

It is important to note that the resources required to implement each recommendation are not equal. For example, vast private and public sector resources since July have been required to launch the current Citizen Preparedness Education Campaign and substantial efforts, including weekend training classes, were required to certify the City's compliance with NIMS. On the other hand, the Mayor's executive order recognizing NIMS as official City policy required very few resources, but is, nonetheless, a critical accomplishment.

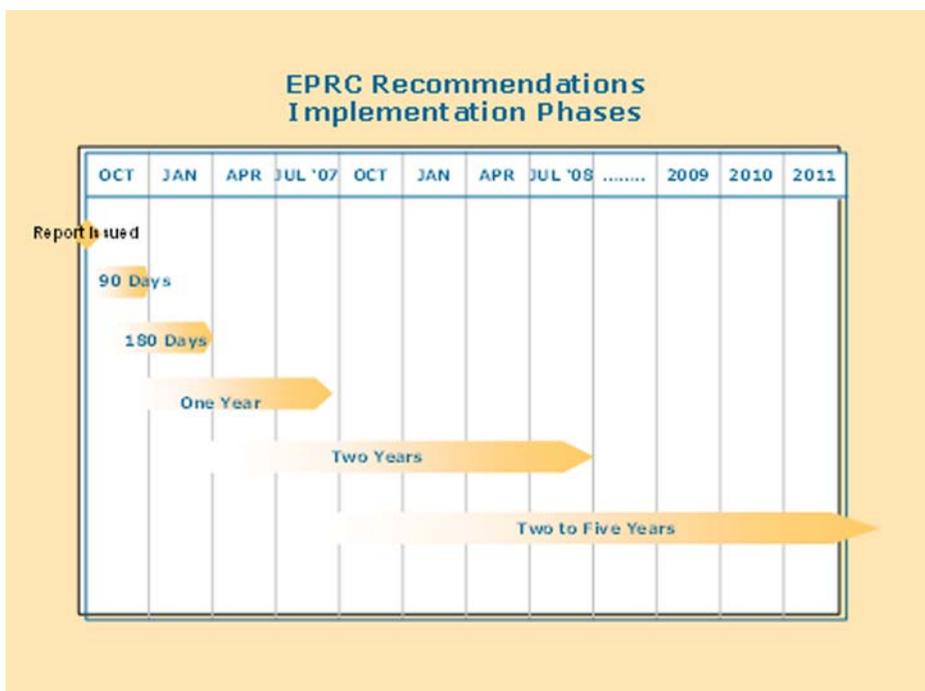
### Cost Estimates

There is an understandable focus on the cost of implementing recommendations. During this initial phase significant effort has focused on a few key areas:

**E Team Training:** Adoption of E Team as the official emergency management communications software system will require training of Fire and Police dispatch personnel at a cost of \$10,000.

**Interoperable Communications Underground:** As part of the interim solution, SEPTA will loan radios to the Police and Fire Departments at no additional equipment cost to the City. Limited training costs will be included. As noted in the EPRC report, estimates of a full-scale upgrade exceed \$20 million. However, the Task Force is aggressively exploring new technologies and options. They are considering requesting a free technical evaluation by a unit of the DHS and input from other major cities.

**Expand text messaging network:** The City is considering multiple options for expanding the existing emergency data communications network, including making better use of existing licenses.



**Joint Operations Center:** Although little formal work has been done to-date on this recommendation, the City notes the opening of a similar center in Washington this month at an approximate cost of \$80 million.

**Enhanced Hazmat Equipment:** The Fire Department has acquired some \$314,000 in HazMat and radiation detection and monitoring equipment and has prioritized need for an additional \$1.4 million in equipment in the short-run. They currently are working on a five-year plan for supplies and equipment needs.

**Citizen Preparedness Education Campaign:** Because of corporate sponsorships, donation of air time and marketing, only a remarkably small cost of the campaign will require City funds. The pro bono and donated efforts are expected to exceed \$2 million by the end of the current campaign. However, the City will need to designate future funds to continue the campaign every year.

**Continuity of Government and Continuity of Operations:** Although final decisions on the scope and scale of the effort are forthcoming in the next quarter, initial estimates for a full-scale effort range from \$800,000 to \$1,000,000. The preliminary estimate for ongoing annual costs range from \$250,000 to \$500,000.

**Backup Power Generation:** Phase I is scheduled to be completed by the end of this calendar year. Four Water Department projects scheduled for Phase II were accelerated and funded by the Philadelphia Water Department capital fund. One million dollars of UASI funds were identified for Phase II. Funding options, including PICA funds, are being explored for the remaining Phase II projects, estimated at \$2 million.

**Evacuation Planning:** The Transportation/Evacuation Subcommittee of the Southeastern Pennsylvania Regional Task Force intends to solicit bids from experts for preparation of a detailed evacuation plan in early 2007.

Cost estimates are forthcoming pending the work of the various task forces established in this initial period.

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# Appendices

Appendix A: Citizen Preparedness Education Campaign Materials

Appendix B: Executive Order for NIMS

Appendix C: NIMS Certification

Appendix D: City of Philadelphia Emergency Support Functions

Appendix E: List of Acronyms

APPENDIX A. Citizen Preparedness Campaign Educational Materials



**READY**  
PHILADELPHIA™

*Or Not?*

The time to start planning for an emergency  
is not in the middle of one.  
In an emergency, you're either ready or you're not.

Be ready. Make a plan. Get what you need.

An Emergency Preparedness Program for the Philadelphia Region

[www.readyphiladelphia.org](http://www.readyphiladelphia.org)

**1-877-READY-11**



# READY™ *Or Not?*

## An Emergency Preparedness Guide for Children and Families

The time to start planning for an emergency is not in the middle of one. In an emergency, you're either READY or you're not.



[www.readyregion.org](http://www.readyregion.org)  
1-877-READY-11





### What is emergency preparedness?

Emergency preparedness means identifying the steps to take in the event of an emergency, such as preparing contact information, communications, and evacuation plans.



## Frequently Asked Questions for Parents

### How will my child's school handle an emergency situation?

Philadelphia schools have an emergency response plan, and have designated an emergency response team; developed evacuation, Shelter in Place, and lockdown procedures; prepared a portable emergency response kit that contains key information and supplies; designated evacuation sites, provisions for training personnel and updating the plan, checklists for dealing with specific types of incidents; and resources for help before, during and after an event.

### What is lockdown?

Lockdown is the security procedure used to remove students and staff from immediate danger. All internal and external doors will be locked, movement within the school will be restricted to secure areas, attendance will be taken, and police will respond immediately.



### What is Shelter in Place?

For schools, Shelter in Place involves the use of a designated facility and its indoor atmosphere to temporarily separate people from a hazardous outdoor environment. The school is sealed to temporarily block outside air. During a Shelter in Place activity, parents will be able to pick up their children ONLY after the air outside the school is safe. Parents should not put themselves at risk.



Find a story or photo in today's Inquirer about an emergency that involved firefighters, police or other emergency personnel. How did the emergency personnel help in the situation?

### What is Evacuation?

Evacuation is when students and staff are removed from harm's way, away from the school building. Evacuation may include walking or being transported to a predetermined alternate site. Parents will be informed through KYW 1060 AM where and when it is safe to pick up children. Parents must present identification.

### Can I pick up my child in an emergency?

Parents are allowed to pick up their children unless public safety officials have declared a Shelter in Place response, or there is some other reason why access to the facility is restricted. School is not automatically canceled in emergency situations. Remember, school may be the safest place for children to be.

### Who can pick up my children?

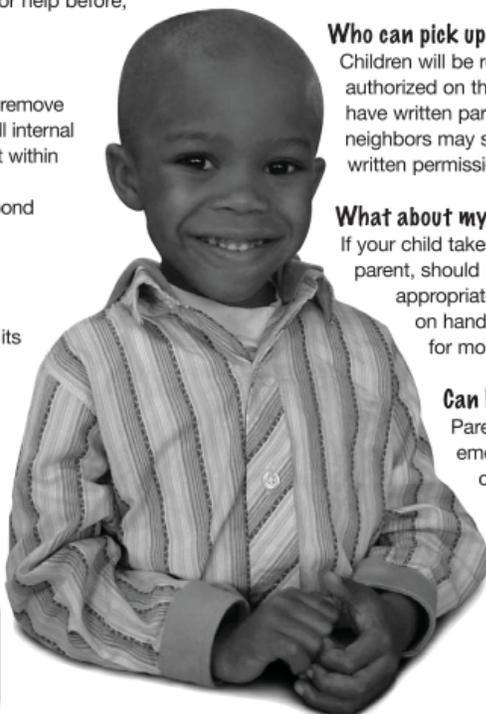
Children will be released only to individuals who are authorized on the student's emergency card or who have written parent authorization. Friends and neighbors may sign out a child or children with written permission from a parent or parents.

### What about my child's medication?

If your child takes medication regularly, you, the parent, should make sure that the school has an appropriate amount of additional medication on hand. Talk with your child's school nurse for more information.

### Can I contact my child?

Parents should not call the school in emergency situations so phone lines can remain open for handling the specific situation. Parents will be kept informed through the schools' notification system and local media.





## Family Meeting Place Plan

In the event of an emergency, family members should meet as soon as possible. In case you can't return home, decide on another meeting place for your family. Local communication is often impossible during an emergency, so ask an out-of-state family member to be your emergency contact person.

### Craft

Create an Emergency Communication Plan to include an out-of-town relative or friend whom family members can call to share information in the event of an emergency.

Make sure all family members know the number(s) or have them in their possession if needed.

Establish a meeting place that people can get to quickly in times of emergency.



#### What you will need:

- Permanent Marker
- Poster Board
- Scissors
- Tape

#### Directions:

1. Cut Poster Board into 5 x 7 cards
2. With your permanent marker, write the following information on each card:
  - a. Your family name at the top of the card (e.g. The Parker Family)
  - b. Emergency Meeting Place #1 - Outside your home (in case of fire)
  - c. Emergency Meeting Place #2, Address & Phone # - Outside your neighborhood
  - d. Community Shelter Site
  - e. Family Contact Name & Phone #
  - f. Friend/Family Contact Name & Phone # in Another State
3. Make copies for each person in your family and selected family friends.
4. Post card in an accessible location within the home.

## Word Search

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- BACKPACK
- CALM
- FAMILY PLAN
- LISTEN
- MEETING
- PLACE
- PHONE
- RADIO
- SAFETY
- SUPPLY KIT

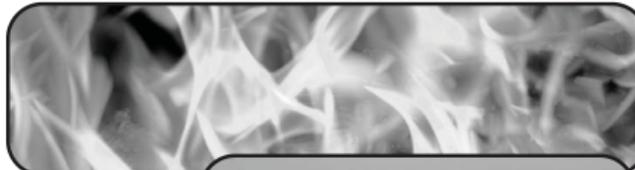
Find These  
READY Words!



*Peri Medic and the Save A Life Foundation are coming to the School District of Philadelphia this year! Almost 5,000 students will be trained on life skills and first aid through the Junior Reserve Officers' Training Corps (JROTC) and drivers education programs. The program will be the first of its kind in the city and also includes members of the Philadelphia Fire Department EMS as instructors.*



# Be READY for Weather Events



**Fire** — Fires can happen anywhere: at school, at home, in a store or even in the outdoors in a forest or field. It is important to always know where the emergency exits are. Remember to be calm during a fire emergency. If there is a fire, listen to the direction of adults around you, like your teacher or parent. Remember to stay low to the floor. NEVER use an elevator. Use the stairs to leave the building or fire area. Once you are safely away from the fire area, call 911. If your clothes catch fire, always **STOP, DROP & ROLL**.



**Flood** — This is the most common natural weather event. It can happen as a result of river overflow, heavy rains, a dam breaking, or snow melting too fast. If a flood occurs, go to high ground. Stay as far away from flood water as you can. Moving flood water can be dangerous because it can knock you off your feet. And any type of flood water can be contaminated, meaning it can contain dangerous substances.



**Hurricane** — A tropical storm with an "eye" and winds that are 74 miles per hour or stronger. When hurricanes come onto land, their heavy rain, strong winds and heavy waves can damage buildings, trees and cars. It is important to **Shelter In Place** in a hurricane and listen to the television or radio for instructions.

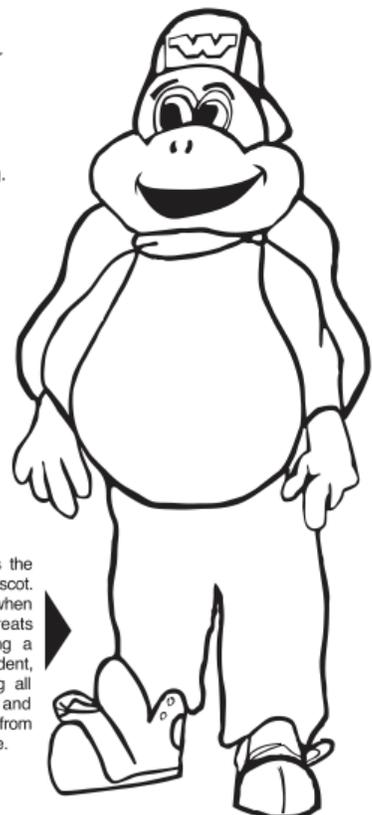
**Thunderstorm** — A storm with heavy rain or hail along with thunder and lightning. Lightning is an electric spark discharged in the atmosphere, occurring within a thundercloud, between clouds, or between a cloud and the ground. In a

thunderstorm, do not touch metal, electrical equipment, telephones, bathtubs, water faucets or sinks, and be especially careful with televisions. Take cover immediately, but **DO NOT** go near trees.

## SHELTER *in* PLACE

During an emergency you may be told to **Shelter in Place** for a period of time, which means you must stay indoors.

<p><b>Here is what you should do:</b></p> <ul style="list-style-type: none"> <li>• Stay calm</li> <li>• Close all windows and doors</li> <li>• Tune in to KYW 1060 AM radio and listen for instructions</li> <li>• If you have a medical emergency call 9-1-1</li> </ul>	<p><b>Keep three days of supplies on hand:</b></p> <ul style="list-style-type: none"> <li>• Three gallons of water per person</li> <li>• Necessary medications</li> <li>• Ready-to-serve foods for you and your pets</li> <li>• Other personal care items</li> </ul>
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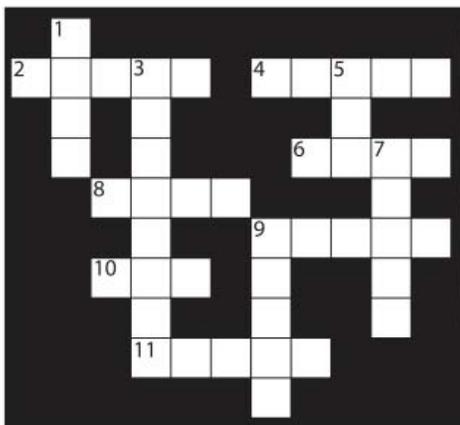


Wally the Wise Guy is the "Shelter in Place" mascot. What does a turtle do when threatened? He retreats inside his shell. During a chemical spill or incident, remain indoors, closing all windows and doors and protecting your home from any harmful atmosphere.



# CROSSWORD

Dear Family,  
Get READY and have some fun! Complete this crossword puzzle as a family activity to test your READY knowledge!



Answers: Across - 2. Flash, 4. Water, 6. Sofa, 8. Pets, 9. Snack, 10. Kit, 11. Games  
Down - 1. Plan, 3. Sleeping, 5. Two, 7. Facts, 9. Shoes

**ACROSS:**

- 2. \_\_\_\_\_ light: A handy tool to have if the lights go out!
- 4. Every person needs one gallon of this per day!
- 6. This comfortable piece of furniture should not be part of a family's supply kit.
- 8. Furry family members that should be part of your preparedness plan.
- 9. Some people have a \_\_\_\_\_ between meals if they are hungry.
- 10. You might find water, a flashlight, or a whistle in an emergency supply \_\_\_\_\_.
- 11. Fun items that families can play together.

**DOWN:**

- 1. Families should create a communication \_\_\_\_\_ so that they know where to meet and whom to call during an emergency.
- 3. \_\_\_\_\_ bag: Great for napping or keeping warm.
- 5. Every family member should carry a contact list with at least \_\_\_\_\_ different phone numbers that will allow you to keep in touch during an emergency.
- 7. It's important to get the \_\_\_\_\_ about different kinds of emergencies, so that you know what to expect.
- 9. Keep an extra pair of these in your supply kit to keep your feet dry!



## BE READY

Knowledge is power. Make it your business to know what can happen and how you can help!



## MAKE A PLAN

Planning ahead will help you have the best response to an emergency.



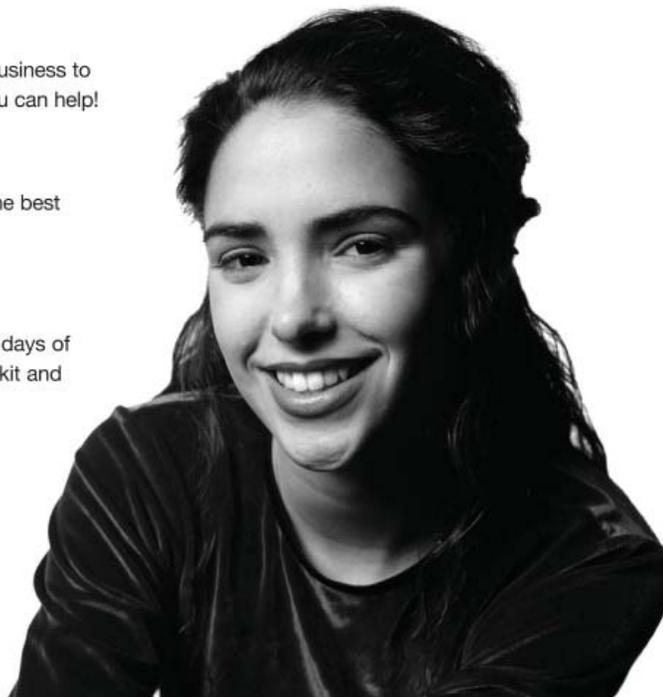
## GET WHAT YOU NEED

Make your Ready kit with at least 3 days of supplies. Remember to check your kit and replace the stock every six months.

For more information and details, visit [www.redcross.org](http://www.redcross.org)



Read a story in The Inquirer about someone who has been helped by someone in an emergency. Lead a discussion about what could have been done to prevent the emergency.



# FRED CROSS HELPS YOU MAKE A "READY" KIT



**WATER**  
One gallon per person per day for 3 days



**FOOD**  
3 day supply of non-perishable, ready-to-eat food per person—Don't forget infant formula for babies!



**MEDICATIONS**  
Prescription and non-prescription items



**PET SUPPLIES**  
Food, water, leash, collar, I.D. tag, copy of license, copy of medical history



**CASH**  
ATM & credit cards might not work so have cash on hand!



**TOOLS**  
Whistle, pliers, can opener, hammer, screwdriver, plastic bags, duct tape, map



**CONTACT INFO**  
Name, phone number, address, email addresses



**IMPORTANT DOCUMENTS**  
Copies of I.D. cards, birth certificates, SS cards, insurance info, passports



**MOBILE ELECTRONICS**  
Batteries, radio, flashlight, cell phone



**PERSONAL CARE ITEMS**  
Hair brush, soap, eyeglasses, shoes, toothbrush, clothing, sleeping bag & pillow

This is Fred Cross, the official mascot of the Red Cross of Southeastern Pennsylvania. He is a St. Bernard rescue dog, chosen to remind us of the Red Cross's mission to help emergency victims.



## Thank you for sponsoring the Newspapers in Education Supplement!

### First Responders



### Ready Responders

Traffic.com  
Clear Channel Outdoor  
CBS Outdoor  
Interstate Outdoor  
WDAS-AM  
Power99 FM  
Rumba 104.5  
myphl17  
WTFX-TV Fox 29  
NBC 10  
6abc  
CW Philly 57

Pearl Pressman  
Pier Nicola D'amico  
92.5 XTU  
Wired 96.5  
98.1 WOGL  
Big Mountain Imaging  
Keystone Outdoor  
Temple University  
Telenium  
Burton  
CBS3

The Big Talker 1210 AM WPHT  
Philly's 106.1 FM  
FreeFM 94.1 WYSP  
Q102-FM  
WDAS-FM  
93.3 WMMR  
102.9 WMGK  
95.7 BEN-FM  
SportsTalk 950 AM  
KYW Newsradio 1060  
Metro Networks/Westwood One



[www.readyregion.org](http://www.readyregion.org)  
1-877-READY-11

### What to have in your head Your Emergency Plan

Talk with your family about emergencies: what to do, how to find each other, and how to stay in contact during an emergency. Be ready to Shelter in Place for at least 72 hours. If officials tell you, be ready to evacuate.

Decide on two places where household members should meet after an emergency — one right outside or close to your home, and one outside your neighborhood.

Practice getting out of your home using different doors. Practice getting to your meeting places.

Ask a friend or relative who lives out of state to be your family's emergency contact. If Philadelphia phone circuits are busy, long-distance calls may be easier to make.

Plan for everyone in your family — especially seniors, people with disabilities, and non-English speakers.

Give everyone in your house a copy of your emergency plan and emergency contact information to keep in their wallets and backpacks.

**Twice a year:**

- Change your smoke alarm batteries.
- Make sure your emergency plan and emergency contact information are correct.
- Check that the food and batteries in your kits are still good.

For more information about what to do during an emergency, visit

[readyphiladelphia.org](http://readyphiladelphia.org)



**READY PHILADELPHIA** Or Not?  
An Emergency Preparedness Program for the Philadelphia Region

What to have in your head  
What to have in your home  
What to have in your hand



The City of Philadelphia wants you to be prepared for any emergency.

Here's what you need to have in your head, in your home, and in your hand.

Planning now and knowing what to do will make it easier for you and your family if an emergency occurs.

Think about how an emergency might affect you. Think about what resources and supplies you might need. Think about different kinds of emergencies — a house fire, snow storm, power outage, hurricane, or terrorist attack. Work out a plan that fits your needs and is easy to put into action.

Be ready to Shelter in Place.  
Be ready to Evacuate.

**ARE YOU READY, OR NOT?**





### What to have in your home Be ready to Shelter in Place

If officials tell you to Shelter in Place, you must stay indoors.

**Put together a Shelter in Place kit.**  
Include enough supplies for at least three days, in case you cannot leave your home.

**How to Shelter in Place:**

- Stay calm and go indoors immediately.
- Go to a room with few doors or windows. Ideally, the room should be above street level, allow room for everyone in your family, have access to water and bathroom facilities, and have a phone jack.
- Close and lock all windows and doors, and close fireplace dampers.
- Only seal doors and windows when told to do so by emergency officials. If instructed, cover cracks along doors and windows with tape, wet rags, or towels.
- Turn off all heating and cooling systems such as air conditioners and window exhaust fans, if instructed.
- Listen to KYW 1060 AM radio for updates.
- Keep your pets with you.
- If you have a medical emergency, call 9-1-1 to let the Police and Fire Departments know you need special help.
- Keep your phone line available for emergency calls.

### Items for your Shelter in Place Kit

- Three gallons of drinking water per person
- Food that will not perish easily, ready-to-eat foods
- Manual can opener and eating utensils (forks, spoons, knives, plates, cups)
- Plastic sheeting to cover windows; scissors and duct tape
- First-aid kit
- Flashlight and extra batteries
- Battery-operated radio and extra batteries (You can also buy wind-up radios that do not require batteries.)
- A whistle to signal for help
- Iodine tablets or one quart of unscented bleach and an eyedropper. (Disinfect water ONLY if directed to do so by health officials. To disinfect water with bleach, add 8 drops of bleach per gallon of water.)
- Personal care items: soap, toothbrush and toothpaste, feminine products, toilet paper and wipes
- Phone that does not need electricity (just plugs into a phone jack)
- Child care supplies or other special care items

**Officials will notify you on KYW 1060 AM when the emergency is over. Only then should you open all doors and windows to let fresh air into your home.**

### What to have in your hand Be Ready to Evacuate

If officials tell you to evacuate, you must leave.

**Here is what you need to do:**

- Stay calm. Do exactly what officials tell you to do.
- If there is time, secure your home. Close and lock windows and doors. Unplug appliances before you leave. Officials will tell you if you need to turn off utilities.
- Let friends and relatives know where you are going.
- Wear sturdy shoes and comfortable, protective clothing such as long pants and long-sleeved shirts.
- Grab your Go Bag.
- Do NOT use an elevator during a fire or other emergency.
- Stay tuned to **KYW 1060 AM** for the latest evacuation routes and other information.
- Get to the nearest shelter or safe place as soon as you can.

**Whether officials tell you to Shelter in Place or Evacuate will depend upon the conditions expected in your area. If you do not receive specific instructions to evacuate, you should Shelter in Place.**

### Grab your Family GO BAG

Prepare a Go Bag for your household — things you'll need if officials tell you to evacuate. Your Go Bag should be easy to carry — a backpack or small suitcase on wheels. Keep your Go Bag in a place where you can get to it easily, in case you have to leave in a hurry.

**Items for your Go Bag:**

- Copies of your important documents, such as insurance cards, photo IDs, birth certificates, deeds, and proof of address, in a waterproof and portable container
- Extra set of car and house keys
- Credit and ATM cards
- Cash, especially in small bills like ones, fives and tens.
- Bottled water and food that will not easily perish, such as energy or granola bars
- Flashlight and extra batteries
- Battery-operated radio and extra batteries (You can also buy wind-up radios that do not require batteries.)
- Medication: be sure to refill medications before they expire. Keep a list of the medications each member of your household takes, why they take them, and their dosages. Also keep copies of all prescriptions, and your doctors' and pharmacist's contact information.
- First-aid kit
- Sturdy, comfortable shoes, lightweight rain gear, and a mylar blanket
- Contact and meeting place information for your household.
- A small regional map
- Personal care items: hand sanitizer, feminine products, toothbrush and toothpaste, and wipes
- Child care supplies or other special care items

APPENDIX B. Executive Order re: NIMS



CITY OF PHILADELPHIA

OFFICE OF THE MANAGING DIRECTOR

PEDRO A. RAMOS, ESQUIRE  
Managing Director

1401 John F. Kennedy Blvd.  
Room 1430  
Philadelphia, PA 19102-1683

September 28, 2006

James R. Joseph, Director  
Pennsylvania Emergency Management Agency  
2605 Interstate Drive  
Harrisburg, PA 17110-9634

Dear Mr. Joseph:

Enclosed is the City of Philadelphia's statement certifying that it has complied with the FFY06 NIMS requirements. The statement has been signed by Mayor John F. Street, the City's highest elected official.

I want to thank you for the invaluable assistance provided to my staff during the compliance process by PEMA employees Evalyn Fisher, Joseph Roberge, and Robert Pinciario, among others.

We look forward to a continued warm and productive partnership with PEMA, in the cause of enhancing Pennsylvania's security.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Pedro A. Ramos', with a long horizontal flourish extending to the right.

Pedro A. Ramos  
Managing Director

PAR:bk

Enclosure .

EXECUTIVE ORDER NO. 2 - 06**IMPLEMENTING THE NATIONAL INCIDENT MANAGEMENT SYSTEM**

**WHEREAS**, in Homeland Security Directive (HSPD)-5 the President of the United States directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS), which would provide a consistent nationwide approach for federal, state, local and tribal governments to work together more effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents, regardless of cause, size or complexity; and

**WHEREAS**, the City of Philadelphia has the primary responsibility for preventing, responding to, and recovering from emergencies in the City and an overwhelming majority of the emergency incidents in the City are handled by local incident response organizations of the City primarily under the Managing Director's Office (including, but not limited to, the Office of Emergency Management, Fire Department, Emergency Medical Services, Police Department, Hazardous Materials Task Force, Department of Health, Water Department, and Department of Public Property), as well as the Division of Aviation and other such departments that the Director of Emergency Management may identify in the future; and

**WHEREAS**, it is essential that all City of Philadelphia incident response agencies and personnel coordinate their efforts to effectively and efficiently provide the highest levels of incident management; and

**WHEREAS**, to facilitate the most effective and efficient incident management it is critical that all City of Philadelphia incident response agencies utilize standardized terminology, organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident facilities during emergencies and disasters; and

**WHEREAS**, the Emergency Preparedness Review Committee (EPRC) has recommended that the Incident Command System (ICS) and the National Incident Management System (NIMS) be adopted as formal City policy, and that focused training be completed within all organizations and departments that have a role in emergency management and incident response; and

**WHEREAS**, the NIMS standardized procedures for managing personnel, communications, facilities and resources will improve the City of Philadelphia's ability to utilize federal funding to enhance local and state readiness, maintain first responder safety, and streamline incident management processes;

**NOW, THEREFORE**, I, John F. Street, by the power vested in me as the Mayor of the City of Philadelphia, do hereby order as follows:

## **Section 1. Implementation of National Incident Management System**

The Managing Director's Office, acting by and through the Office of Emergency Management, shall ensure that the focused NIMS and ICS training recommended by the EPRC be completed within all organizations and departments that have a role in emergency management and incident response, and that NIMS principles are incorporated into the City's emergency plans. The Office of Emergency Management shall ensure that once fully implemented local incident response agencies City-wide will be able to perform the following functions set out at:

[http://www.fema.gov/pdf/emergency/nims/nims\\_tribal\\_local\\_compliance\\_activities.pdf](http://www.fema.gov/pdf/emergency/nims/nims_tribal_local_compliance_activities.pdf)

- A) Ensure common and proven incident management doctrine, practices and principles are used to plan for, protect against, respond to, and recover from emergency incidents and preplanned events;
- B) Maintain a response operation capable of expanding to meet an escalating situation and the ability to integrate resources and equipment from intrastate and interstate mutual aid agreements, state provided assistance, and federal government response;
- C) Order and track response assets using common resource typing and definitions, and draw on mutual aid agreements for additional assistance;
- D) Establish staging and allocation plans for the re-distribution of equipment, supplies and aid coming into the area from other localities, states and federal government through mutual aid agreements;
- E) Conduct situational assessments and establish the appropriate ICS organizational structure to effectively manage and incident;
- F) Establish communication processes, procedures and protocols that will ensure the effective interoperable communications among emergency responders, 911 centers, and multi-agency coordination systems (Emergency Operation Centers).

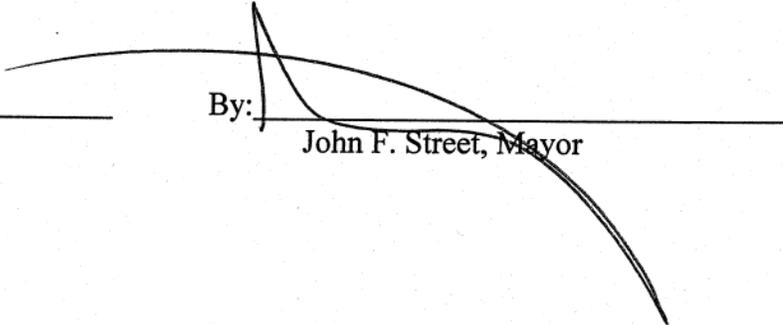
## **Section 2. Completion of NIMS Training**

The Managing Director's Office, acting by and through the Office of Emergency Management, shall require all incident response agencies of the City and their personnel to complete the federally mandated NIMS compliance activities, including training and incorporation of NIMS principles within the emergency plans as required by the Department of Homeland Security and the Pennsylvania Emergency Management Agency, and provide certification to that effect. Thereafter, NIMS shall be the official City of Philadelphia incident management and incident command systems employed by all incident response agencies and their personnel to prevent, prepare for, respond to, and recover from domestic incidents, regardless of cause, size or complexity.

3. **Effective Date.**

This Order shall take effect immediately upon execution.

9/20/06

By: 

John F. Street, Mayor

APPENDIX C. NIMS Certification

*The National Incident Management System FFY06 Certification*

Please sign and return this form to PEMA, 2605 Interstate Drive  
Harrisburg, Pennsylvania 17110-9364, on or before September 1, 2006.

I certify that this County/Borough/City/Township has successfully complied with the following FFY06 National Incident Management System (NIMS) compliance requirements contained in the October 4, 2005 letter from the DHS Secretary to the nation's governors. This includes ongoing activities at local levels, whereby jurisdictions will support the successful adoption and implementation of the NIMS by the following actions.

*Community Adoption*

- Adopt NIMS at the community level for all government departments and agencies.

*Command and Management*

- Adopt the Incident Command System (ICS) by managing all emergency incidents and preplanned (recurring/special) events in accordance with ICS organizational structures, doctrine, and procedures, as defined in NIMS.
- Coordinate and support emergency incident and event management through the development and use of integrated Multi-Agency Coordination System (MACS).
- Implement a Public Information System by adhering to processes, procedures, and/or plans to communicate timely, accurate information to the public during an incident through a Joint Information System and Joint Information Center.

*Preparedness: Planning*

- Establish the community's NIMS baseline against the FFY 2005 and FFY 2006 implementation requirements.
- Develop and implement a system to coordinate all federal preparedness funding to implement the NIMS across the community.
- Revise and update plans and Standard Operating Procedures to incorporate NIMS components, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions.
- Participate in and promote intrastate and interagency mutual aid agreements, to include agreements with the private sector and non-governmental organizations.

*Preparedness: Training*

- Complete the IS 700 NIMS: An Introduction; IS 800 NRP: An Introduction; ICS 100 and ICS 200 courses as applicable to the position personnel serve under the Incident Command System and the Training Matrix enclosed with this letter.

*Preparedness: Exercises*

- Incorporate NIMS/ICS into all local and regional training and exercises.
- Participate in an all-hazard exercise program based on NIMS that involves responders from multiple disciplines and multiple jurisdictions.
- Incorporate corrective actions into preparedness and response plans and procedures.

*Resource Management*

- Inventory community response assets to conform to homeland security resource typing standards.
- To the extent permissible by law, ensure that relevant national standards and guidance to achieve equipment, communication, and data interoperability are incorporated into local acquisition programs.

*Communication & Information Management*

- Apply standardized and consistent terminology, including the establishment of plain English communications standards across the public safety sector.

Name & Title of Senior Local Elected Official: John F. Street, Mayor

Name of County/Borough/City/Township: City of Philadelphia

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

9/29/06

## APPENDIX D. City of Philadelphia Emergency Support Functions - Designated Lead Departments

ESF #1: Transportation  
Streets Department

ESF #2: Communications  
Department of Public Property

ESF #3: Public Works and Engineering  
Water Department

ESF #4: Fire Fighting  
Fire Department

ESF #5: Emergency Management  
Office of Emergency Management

ESF #6: Mass Care  
Office of Supportive Housing

ESF #7: Resource Support  
Finance Department

ESF #8: Public Health/Medical  
Department of Public Health

ESF #9: Search and Rescue  
Fire Department

ESF #10: Oil and Hazmat  
Fire Department

ESF #11: Agriculture and Natural Resources  
Department of Public Health

ESF #12: Energy  
Energy Office (MDO)

ESF #13: Public Safety  
Police Department

ESF #14: Recovery  
Local Planning Commission

ESF #15: External Affairs  
Mayor's Office

## APPENDIX E. List of Acronyms

<b>ADA</b> Americans with Disabilities Act	<b>PATCO</b> Port Authority Transit Corporation
<b>CAD</b> Computer Assisted Dispatch	<b>PDPH</b> Philadelphia Department of Public Health
<b>CARES</b> Collaborative Active Response Emergency System	<b>PGW</b> Philadelphia Gas Works
<b>CART</b> County Animal Response Team	<b>PEMA</b> Pennsylvania Emergency Management Agency
<b>CBRNE</b> Chemical, Biological, Radiological, Nuclear and Explosive Detection and Response	<b>PHA</b> Philadelphia Housing Authority
<b>CERT</b> Community Emergency Response Team	<b>PHL</b> Philadelphia International Airport
<b>CISM</b> Critical Incident Stress Management	<b>PIO</b> Public Information Officer
<b>COG</b> Continuity of Government	<b>POD</b> Point of Dispensing
<b>COOP</b> Continuity of Operations	<b>PPE</b> Personal Protective Equipment
<b>DBH/MRS</b> Department of Behavioral Health and Mental Retardation Services	<b>PSA</b> Public Service Announcement
<b>DHS</b> Department of Homeland Security	<b>PWD</b> Philadelphia Water Department
<b>DMD</b> Deputy Managing Director	<b>RSAN</b> Roam Secure Alert Network
<b>DME</b> Durable Medical Equipment	<b>SEPTA</b> Southeastern Pennsylvania Transportation Authority
<b>DOJ</b> Department of Justice	<b>SERT</b> School Emergency Response Team
<b>DVHC</b> Delaware Valley Healthcare Council	<b>SNS</b> Strategic National Stockpile
<b>EAS</b> Emergency Alert System	<b>TSA</b> Transportation Security Agency
<b>EMS</b> Emergency Medical Service	<b>UASI</b> Urban Area Security Initiative
<b>EOC</b> Emergency Operations Center	<b>VOAD</b> Voluntary Organizations Active in Disaster
<b>EOP</b> Emergency Operations Plan	
<b>EPRC</b> Emergency Preparedness Review Committee	
<b>ESF</b> Emergency Support Function	
<b>FEMA</b> Federal Emergency Management Agency	
<b>GIS</b> Geographical Information System	
<b>HERT</b> Hospital Emergency Response Team	
<b>HSEEP</b> Department of Homeland Security Exercise and Evaluation Program	
<b>HVRA</b> Hazard Vulnerability Risk Analysis	
<b>ICP</b> Incident Command Post	
<b>ICS</b> Incident Command System	
<b>JFO</b> Joint Field Office	
<b>JIC</b> Joint Information Center	
<b>MDO</b> Managing Director's Office	
<b>MEO</b> Medical Examiner's Office	
<b>MIRT</b> Major Incident Response Team	
<b>MOU</b> Memorandum of Understanding	
<b>MRC</b> Medical Reserve Corps	
<b>NGO</b> Non-Governmental Organization	
<b>NIMS</b> National Incident Management System	
<b>OAS</b> Office of Adult Services	
<b>OEM</b> Office of Emergency Management	
<b>PA DOH</b> Pennsylvania Department of Health	