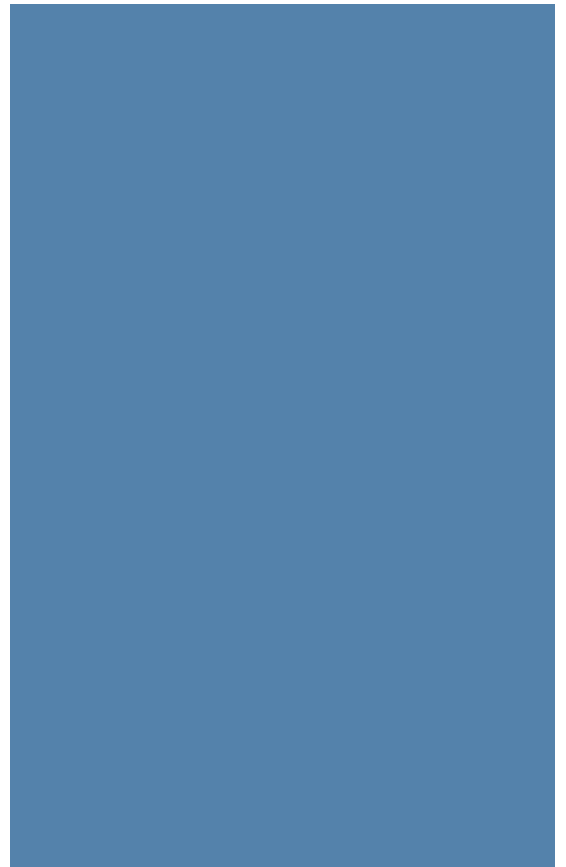




City of Philadelphia
Office of Emergency Management

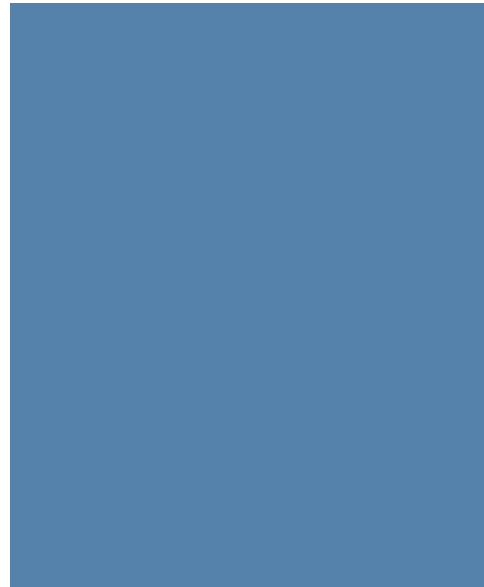
2015 Accomplishments





City of Philadelphia
Office of Emergency Management

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City of Philadelphia Office of Emergency Management 2015 Accomplishments

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City of Philadelphia Officials

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Mayor

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Chief of Staff and Deputy Mayor for Public Safety

Richard Negrin, Esq.
*Deputy Mayor for Administration and Coordination
and Managing Director*

Michael R. Resnick, Esq.
Director of Public Safety

Office of Emergency Management

Samantha Phillips
Director

Erik Iverson
Deputy Director of Planning

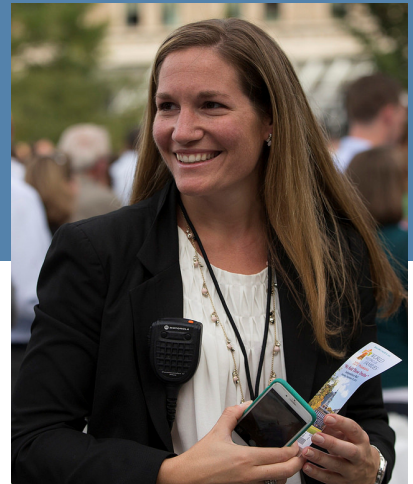
John-Paul Bruno
Deputy Director of Operations

Joan Przybylowicz
Deputy Director of External Affairs

Amanda Brown
Finance and Administration Manager



A Message from the Director



Dear Colleagues,

The Philadelphia Office of Emergency Management has had a truly defining year in 2015.

This past fall, the Emergency Management Accreditation Program (EMAP) officially recognized the City of Philadelphia for meeting nationally accepted emergency management standards. Thanks to the yearlong efforts of the Office of Emergency Management (OEM) staff, Philadelphia is now better prepared to manage emergencies and disasters than at any other time in its history.

I am especially proud of the OEM staff for their hard work, dedication, and attention to detail, ensuring that Philadelphia received full accreditation for its inaugural review and assessment of our program. However, we could not have achieved this prestigious validation alone. Many of our emergency response partner agencies evaluate and provide feedback on how to improve and strengthen our preparedness, response and recovery capabilities. We gratefully accepted this award on behalf of the entire Philadelphia emergency response community.

Much of our efforts this past year focused on the public safety planning and coordination activities undertaken by the City for the much anticipated historic visit of His Holiness Pope Francis to Philadelphia in September. In the report that follows, we have provided a comprehensive overview of the vast coordination—among numerous agencies at all levels of government—it takes for such a large-scale event given a National Special Security Event designation.

While the City's first responders prepare for and respond to emergencies throughout the year, we witnessed their heroic efforts, once again, during a mass casualty incident when Amtrak's train #188 derailed along its Northeast Regional corridor on May 12. The collaboration and coordination among the Philadelphia Police and Fire departments, Amtrak, SEPTA, the National Transportation Safety Board, OEM, the hospital community, nonprofits such as the American Red Cross, Salvation Army, Red Paw, Second Alarmers, the Philadelphia School District, members of the local community and more are to be commended for working tirelessly and selflessly during this incident.

We extend our sincere gratitude to these highly dedicated public servants, inspiring volunteers, and compassionate community members who answered the call to action during our time of need. Thank you for helping make Preparedness in Philadelphia a whole community effort.

Sincerely,

A handwritten signature in black ink, reading "Samantha Phillips". The signature is fluid and cursive, with the first name "Samantha" being more prominent than the last name "Phillips".

Samantha Phillips
Director



About Philadelphia

Philadelphia, City of Brotherly Love and Sisterly Affection, is as modern as it is historic. Known around the world for its rich history, such as the drafting of the Constitution, the signing of the Declaration of Independence and being a nascent nation's capital, the city has bloomed within its 142.6 square miles and 333-year existence.



The city, which lies almost directly between New York and Washington D.C., is home to the fifth largest population in the United States where over 1.55 million people live. Philadelphia is also known as "the city of neighborhoods" given its diverse communities and sections of the city that add to its vibrant flavor. This is especially evident in Center City, which boasts the third most populous downtown in the U.S.

When Thomas Holme laid out the city plan, he designed the widths of the streets for horse and buggy. However, as technology grew, so did city boundaries as well as its design and infrastructure. An expansive highway system and public transportation network make Philadelphia one of the most visited cities in the nation and the fastest growing destination for international travelers.

Local highways, such as I-95 and I-76, connect with the suburbs, and provide easy access to the Pennsylvania and New Jersey turnpikes. SEPTA, the mass transit system, gets people where they need to go whether its underground on the subway, above ground on elevated trains (the El), by regional rail to the suburbs or by bus and trolley within the city. Amtrak's 30th Street Station near University City provides service up and down the East Coast as well as across the western part of Pennsylvania. It is Amtrak's third busiest station. Philadelphia International Airport, just seven miles south of Center City, is easy to get to from I-95, I-76, and SEPTA. Approximately 30.7 million travelers pass through Philadelphia International every year.

Philadelphia is a big draw for academia, too. The city is the largest college town in the United States. When you include the surrounding counties, the area is home to nearly 50 colleges and universities, and boasts the second largest concentration of students on the East Coast.

The accessibility to land by the Delaware River is what attracted William Penn and others to the city. They viewed it as a great location for commerce and shipping. Today, Philadelphia is home to the largest freshwater port in the U.S. The Delaware River Port Complex generates billions of dollars in annual economic activity.



The Philadelphia region is a leader in Life Science research. Other important industries include food processing and food distribution, health care, biotechnology, and financial services.

In the late 1700s, Philadelphia was the seat of the federal government, and the financial and political capital of the U.S. Today, the U.S. Mint, Federal Reserve Bank, U.S. District Court for the Eastern District of Pennsylvania, U.S. Court of Appeals for the Third District, Federal Bureau of Investigation, FEMA, and U.S. Environmental Protection Agency are just some of the federal agencies with offices in Center City.

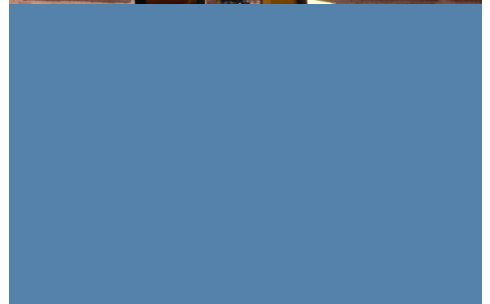
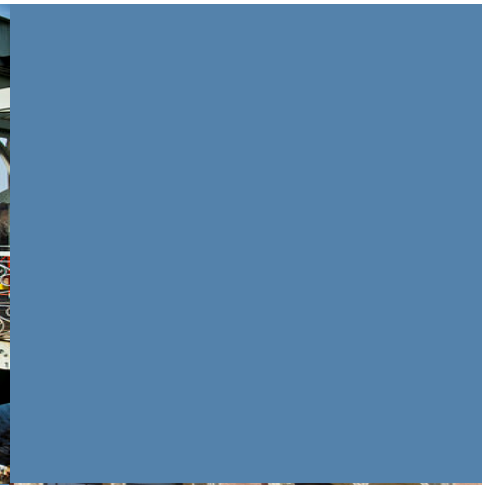
Independence National Historical Park, the Liberty Bell, and Betsy Ross House blend with contemporary museums, such as the National Constitution Center, Philadelphia Museum of Art, and The Franklin Institute. The historic attractions alone helped set a record number of visitors in 2014 with nearly 40 million tourists coming to the city creating a \$10.4 billion impact on the region.

These attractions as well as the city's vast entertainment venues, restaurants, conference space and lodging for visitors are a major draw for thousands of conference-goers who attend events at the Pennsylvania Convention Center, one of the largest in the Northeast quadrant of the United States.

Philadelphia's July 4th celebration, "Welcome America!", has become a version of New York City's New Year's Eve at Time's Square, bringing hundreds of thousands into Center City for a weeklong celebration of the origin of our Nation's founding. Speaking of New Year's, the city hosts several fireworks displays and the famed Mummers Parade.

Known for its sport teams and passionate fans, Philadelphia boasts five pro-sports teams and four large stadiums. The city is home to annual sports events such as the Dad Vail Regatta, the Philadelphia Marathon and Broad Street Run, a pro-cycling race, and is often the host city for the Army-Navy game.

Philadelphia—it's an exciting place to live, work, and visit. The Office of Emergency Management takes our role of preparing for, responding to, and recovering from emergencies that may affect this vibrant city seriously. In the pages that follow, we have outlined just some of the major initiatives we have undertaken in 2015 to protect our homeland, here in Philadelphia.





Our Vision and Mission

Vision:

A prepared and resilient Philadelphia

Mission:

OEM focuses people, plans, and programs to promote a prepared and resilient Philadelphia.

Implementing the mission:

- Planning citywide for disasters;
- Training programs and disaster exercises;
- Coordinating and supporting responses;
- Collecting, analyzing, and disseminating incident information;
- Educating the public on disaster preparedness;
- Managing homeland security funding for City;
- Advising City leadership on emergency management and homeland security policy issues;
- Serving as a quasi management consultant for various public safety agencies.



Pursuing Our Mission

OEM pursues this mission through four divisions:

The Planning Division includes health and human services, homeland security, infrastructure and recovery, and training and exercise programs. These programs lead interagency planning initiatives, critical infrastructure protection projects, and training and exercise activities.

The Operations Division includes information technology, geographic information systems, logistics, emergency operations center, and regional integration center programs. These programs provide the City with 24 hours, seven days a week watch desk coordination services, mapping products, logistics coordination, and advanced facilities and systems to promote operational coordination.

The External Affairs Division leads preparedness programming and performs public information functions during emergencies. This program area promotes individual and community preparedness through workshops and other initiatives and develops plans and other activities to support public information services.

OEM also maintains an administration and finance program that manages homeland security grant programs on behalf of a number of city departments and agencies.





Emergency Management Accreditation Program

This past October, OEM received official notice that the emergency management program for the City of Philadelphia was granted full accreditation by the Emergency Management Accreditation Program (EMAP). Philadelphia OEM is among a leading network of programs at all levels of government, and one of only a few major cities, to earn this distinction.

Most important, the process of pursuing accreditation has left the City better prepared to manage emergencies and disasters than at perhaps any other time in its history.

To achieve accreditation, the City of Philadelphia was required to demonstrate through self-assessment, documentation and peer assessment validation that its program meets all 64 industry standards and 41 subcomponent strategies. More specifically, in support of its accreditation, OEM has:

- Implemented a strategic planning architecture;
- Overhauled the City's Emergency Operations Plan;
- Institutionalized advisory structures and processes;
- Led first citywide continuity of operations planning effort;
- Established a comprehensive corrective action program;
- Developed a rapidly maturing resource management and logistics capability;
- Expanded mitigation activities.

Accreditation recognizes the ability of the City's programs to bring together personnel, resources, and communications from a variety of agencies and organizations in preparation for and in response to a disaster of any type. In addition, it demonstrates the ability to measure these capabilities.

EMAP is the only accreditation process that provides emergency management programs the ability to be evaluated and recognized for compliance with industry standards, to demonstrate accountability, and to focus attention on areas and issues where resources are needed.



OEM's Role and Responsibilities

In October 2015, Mayor Nutter signed Executive Order #04-15 reestablishing the role and responsibilities of the Office of Emergency Management.

The Executive Order recognizes the crucial role OEM plays in coordinating emergency response operations for the City through on-scene field response operations and for activating and managing the city's emergency operations center for many incidents, such as multiple alarm fires, large water main breaks, building collapses, snow emergencies, hurricanes, the recent Amtrak derailment, and more.



In addition, the Executive Order recognizes that OEM is responsible for coordinating and planning public safety activities for annual large-scale events, such as the Philadelphia Marathon and July 4th festivities, as well as the recent Papal visit during the World Meeting of Families and the upcoming Democratic National Convention.

Mayor Nutter noted that planning and determining individual roles and responsibilities among various response agencies is an on-going and continuous process. These activities must happen through a thoughtfully coordinated and centralized process to ensure that the City is providing the necessary services in a seamless manner to ensure the safety of the public.

Executive Order #04-15 defines some of OEM functions as the following;

- Developing, updating, and coordinating the implementation of the City's emergency operations and other related plans;
- Developing hazard and risk profiles for the City to inform emergency management priorities and to comply with federal and Commonwealth directives and mandates;
- Coordinating among City department and agencies, and non-governmental agencies to improve emergency preparedness, response, and recovery activities;
- Developing and implementing strategies to reduce the consequences of future high-impact events;
- Promoting public awareness and education so that all families, businesses, and institutions in Philadelphia prepare now for emergencies.



Planning Division

EM's Planning Division leads citywide efforts developing strategies that address the risks posed by natural disasters, accidents, and human-caused incidents. These professionals conduct all-hazards planning and develop programs for health and human services, critical infrastructure protection and homeland security, public works and recovery, and training and exercises. As part of this process, they collaborate with departments and agencies from all levels of government and a range of non-governmental organizations.

Typical projects that OEM Planners oversee include how the City handles incidents with mass casualties, mass fatalities, neighborhood and citywide evacuations, debris management, resource recovery, and evaluating public schools for use as emergency shelters.

Health and Human Services

Hazardous Materials Incident Preparedness

The City continued to build out its capacity to manage hazardous materials incidents in 2015. This included major, multi-agency exercises with hazardous materials components and the completion of a *Hazardous Materials Railway Annex* to inform immediate situational awareness and interagency response actions in the event of a hazardous materials incident involving rail cars.

Mass Casualty Plan Update

The Philadelphia Fire Department and OEM reexamined and updated the City's approach to managing mass casualty incidents throughout 2015. The Fire Department revised training and procedures related to mass casualty operations while OEM developed a complementary plan to guide interagency efforts to support the Fire Department's mass casualty response operations. OEM also led the execution of an exercise series to assist in the refinement and implementation of the new protocols. In fact, OEM and the Fire Department hosted a mass casualty exercise the day before the Amtrak train #188 tragedy, which put Philadelphia's mass casualty planning to the test.



Hospital Evacuation Plan

OEM has partnered with the Hospital and Healthsystem Association of Pennsylvania and regional hospitals to ensure that we are collectively prepared to support one another in the event that an emergency affects one or more major medical facilities. The City now has a systematic plan to better recognize and anticipate potential facility emergencies, implement specific measures to minimize the number of affected patients and severity of impacts, and respond effectively to support patients who must be relocated.

Mass Care Plan

OEM has also led a significant update to the *City of Philadelphia Mass Care and Shelter Plan* in 2015. This plan describes how government and non-governmental agencies will work together to ensure that everyone has access to shelter and basic goods and services in the event of an incident that temporarily forces individuals from their homes. As a result of this work, the City is prepared to rapidly open shelters that are physically accessible and provide a full complement of services and accommodations to ensure accessibility to all.

Animal Plan Update

On a parallel track, OEM updated a plan to care for animals during emergencies. In tandem, the mass care plan and *City of Philadelphia Animal Plan* describe how the City will manage and shelter displaced animals during small-scale emergencies and larger disasters. These plans provide a scalable solution that ensures that service animals are never separated from their owners, that pets are accommodated in the same shelter as their owners whenever possible, and that all animals receive the care they require during disasters.

Volunteer and Donations Management Plan

OEM also developed the City's first ever *Volunteer and Donations Management Plan*. This plan ensures that the City is prepared to coordinate the efforts of government responders, volunteer organizations, and unaffiliated volunteers in the aftermath of a disaster. Similarly, the plan establishes policies to govern and streamline the process of managing financial and in-kind donations.



Infrastructure

Electricity Disruption Plan

OEM partnered with PECO, the regional power utility, to develop an operational plan to improve information sharing among PECO and City agencies, streamline incident notifications, institutionalize a process to prioritize the restoration of power to critical facilities, and systematically reopen roadways affected by downed power lines after a weather event, among other things. This plan better situates PECO to rapidly restore power to affected customers and enables the City to support the essential needs of individuals seriously impacted by electricity service disruptions.

Steam Service Disruption Plan

Similarly, OEM partnered with the region's steam service supplier, Veolia, and the operators of critical facilities dependent upon Veolia's steam services to develop an operational plan to guide a coordinated response to steam service disruption emergencies. This plan establishes information sharing and notification protocols to alert key officials and critical facilities to potential disruptions; projects facility-specific impacts to various scenarios; and describes measures that Veolia, facility owners and operators, and the City can implement to minimize the impact of a service disruption.

Hazard Mitigation Program

OEM is updating the *City of Philadelphia Hazard Mitigation Plan* in 2015 and 2016. This update is required every five years and will include the foundations of a sustainable mitigation program that focuses on minimizing the risk of disasters.

This major effort will catalogue and track the status of potential mitigation projects to make them eligible for federal funding opportunities, establish forums and processes to pursue no and low-cost mitigation projects on a continuing basis, and promote the systematic inclusion of the mitigation benefits of capital project investment opportunities into departmental decision-making processes.





Public Assistance Plan

In the aftermath of major disasters, the federal government sometimes makes financial assistance available to state and local governments that can promptly and comprehensively document a significant fiscal impact. For example, the City of Philadelphia documented millions of dollars in costs preparing for and responding to damage caused by Superstorm Sandy and recouped a percentage of those costs.

In 2015, OEM continued to improve the capacity of the City to accurately and rapidly account for the financial impacts of disaster events so that the City can reliably recoup the full amount of eligible costs in the future.

Severe Weather and Winter Weather Planning

Severe weather events, including hurricanes, tornadoes, and storm events; heat emergencies; and winter weather, such as ice storms, snow storms, and extreme cold spells are the region's most significant hazards. Accordingly, OEM maintains and routinely updates and refines the City's plans to respond to these events in a coordinated and effective manner.

In 2015, OEM updated its entire suite of hazard-specific plans to institutionalize lessons learned from last winter's snowstorms and a number of more localized storm and flooding events.

On December 7, the Planning staff held an annual Winter Weather Workshop for OEM staff and other agencies involved in the City's winter weather response and recovery activities. Workshop presenters included representatives from OEM, the National Weather Service, and the Philadelphia Streets Department.





Homeland Security

City Special Event Assessment Rating Project

The City of Philadelphia has a well-earned reputation for hosting big events. In an effort to institutionalize many of the processes and practices that have contributed to this success, OEM has developed a *City Special Event Assessment Rating System*.

This rating system exists first and foremost to ensure that public safety resources are allocated to support particular special events in a manner that is consistent with the best available information regarding threats, vulnerabilities, and risk.

This system is among the first of its kind at the local level and is an essential complement to similar national systems, which focus exclusively on the most significant national events, to the exclusion of many other events.



City Building Security Project

Continuing trends related to active shooter incidents and other types of violence around the country have generated renewed interest in enhancing facility security.

OEM has partnered with the City of Philadelphia's Department of Public Property, Philadelphia Police, and other departments and agencies to develop and implement a strengthened citywide building security program.

Specifically, the purpose of the *Unified City Facility Security Project* is to establish a threat and vulnerability informed baseline security posture across all facilities and promote the systematic implementation of countermeasures should the threat environment change. This program is currently being piloted at select facilities.



Blasting Guidelines

As Philadelphia continues to grow, the City is overseeing a new wave of major building demolitions involving the use of explosives. OEM plays a coordinating role in the permitting, planning, and execution of blasting operations. In light of the complexity of these operations, OEM has led a major update to the *City of Philadelphia Blasting Guidelines*, which govern the process from initiation to completion.

The Office of Emergency Management in coordination with the Philadelphia Fire Department, Philadelphia Police Department, and other local agencies, has developed a Blasting Operations Plan outlining the regulations and procedures of multiple city departments related to the use of explosives for blasting operations within the City.

The Blasting Operations Plan achieves the following goals:

- Describes relevant codes and regulations pertaining to the use of explosives for blasting operations within the City of Philadelphia;
- Identifies agency roles and responsibilities;
- Reviews the application and approval processes for an Operations Permit for the use of explosives;
- Delineates day of operations for blasting operations for building demolition;
- Provides a strategy for informing the public of blasting operations.

To meet these objectives, the plan incorporates four operational strategies which outline the roles and responsibilities of agencies coordinating a blasting operation. The operational strategies include: application and review process, operational planning, public outreach, and day-of operations.





Training and Exercises



Training and exercises are the principal means through which the City implements and “operationalizes” the plans and policies, which guide response and recovery operations. OEM hosted and co-hosted almost a dozen exercises and participated in many more over the course of 2015.

OEM's Training and Exercise Program works to ensure that the City's first responders and its partner agencies are appropriately trained to prepare for, protect against, respond to, recover from, and mitigate the potential effects of all types of disasters and emergencies that can affect Philadelphians.

As part of this effort, OEM actively strives to coordinate training opportunities with local, state, federal, private and nonprofit stakeholders. OEM Training and Exercise Program goals are designed to raise the skills of staff with customized solutions that will enhance overall performance.

Mass Casualty/Mass Decontamination Exercise Series

Following the completion of the *City of Philadelphia Hazardous Materials Plan* in 2014 and in concert with ongoing work related to mass casualty preparedness, OEM led the execution of an ambitious exercise series throughout the spring and summer of 2015.

The purpose of the exercise series was to further develop and socialize plans and protocols related to mass casualty and hazardous materials incidents resulting in the potential contamination of large numbers of civilians.

Specifically, the series included a workshop discussion exploring key issues in mass casualty response operations, a tabletop exercise to validate response protocols, and a full-scale exercise at SEPTA's AT&T Station near the sports complex to practice the implementation of mass decontamination and mass casualty protocols in the field.



Mass Casualty/Mass Decontamination Full-Scale Exercise

This past July, the Philadelphia Office of Emergency Management held a functional exercise, which simulated an intentional release of an unnamed chemical during a busy night within the Sports Stadium Complex District in South Philadelphia. The simulated release occurred underground on the platform of SEPTA's AT&T Station at Broad and Pattison. As part of the exercise scenario, the simulated chemical release caused a stampede and mass casualty injuries.

Approximately 150 representatives from the Philadelphia Police and Fire departments, Philadelphia Office of Emergency Management, and SEPTA Police participated in the exercise. Philadelphia Second Alarmers and The Salvation Army, Greater Philadelphia, Emergency Disaster Services provided additional support to first responders throughout the exercise.

In addition to the first responders, approximately 75 volunteers were on-hand roll-playing people who were injured requiring medical treatment and decontamination. The volunteers are members of several local agencies involved in emergency response and students from local universities. Some of these agencies include the Philadelphia Medical Reserve Corps, Delaware County Medical Reserve Corps, and the American Red Cross Southeastern Pennsylvania.





Operations Division

The Operations Division is responsible for ensuring that OEM's equipment and infrastructure are ready at a moment's notice. This is accomplished through four program areas: Regional Integration Center/Watch Command, Information Technology, Geographic Information Systems, and Logistics.

OEM's Operations Division is staffed with tech savvy specialists, logisticians, and communications personnel who are responsible for ensuring that the Regional Integration Center, the Emergency Operations Center, and the Mobile Command Post are all fully functional.

Emergency Operations Center

The Emergency Operation Center expanded capabilities related to situational awareness by:

- Integrating PennDOT's traffic camera system into the state-of-the-art video wall;
- Enhancing two-way communications by integrating additional department and agency radio channels into the EOC's radio template;
- Increasing visual resources and information displays through the development and use of custom dashboards.



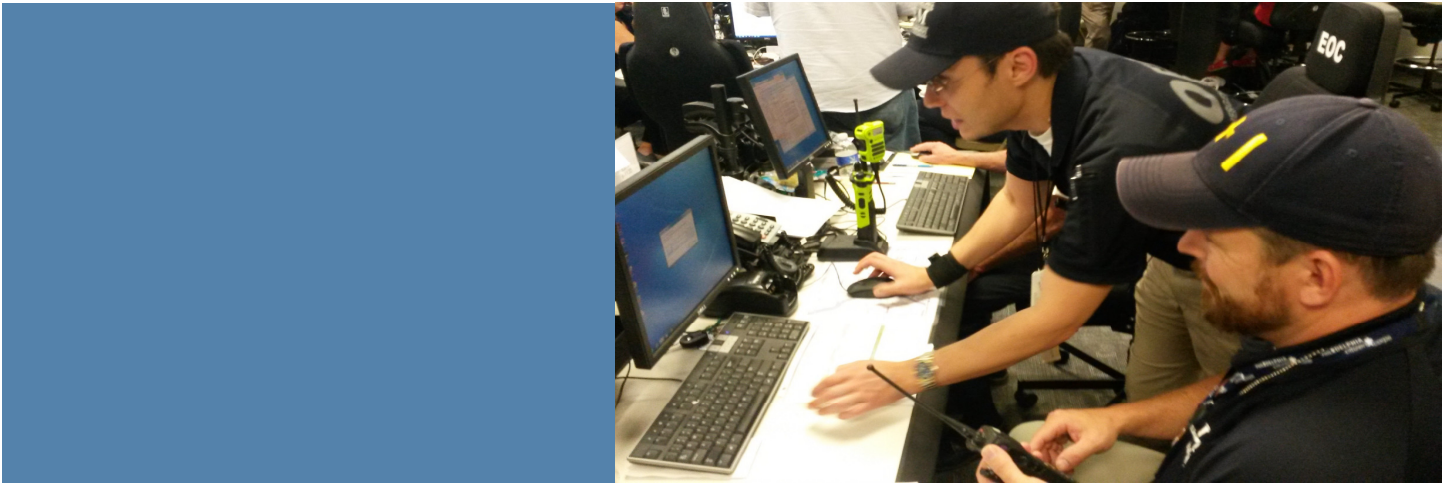


Regional Integration Center

The Regional Integration Center (RIC) coordinators provide a 24 hour, seven days a week watch command for the City of Philadelphia. The RIC is the hub for situational awareness and provides a common operating picture of unfolding incidents. Recent accomplishments for the RIC include:

- Updating existing and developing new standard operating procedures to improve situational analysis during an incident;
- Expanding partnerships with non-government groups to improve situational awareness throughout Philadelphia and the Region;
- Migrating to an improved mass notification system to alert residents of potential incidents throughout Philadelphia;
- Receiving a special service award from the National Weather Service Mount Holly for our support during winter 2014-2015.





Information Technology

OEM's goal is to provide the highest quality technology-based services, in the most cost-effective manner, to facilitate emergency management operations in fixed facilities and the field.

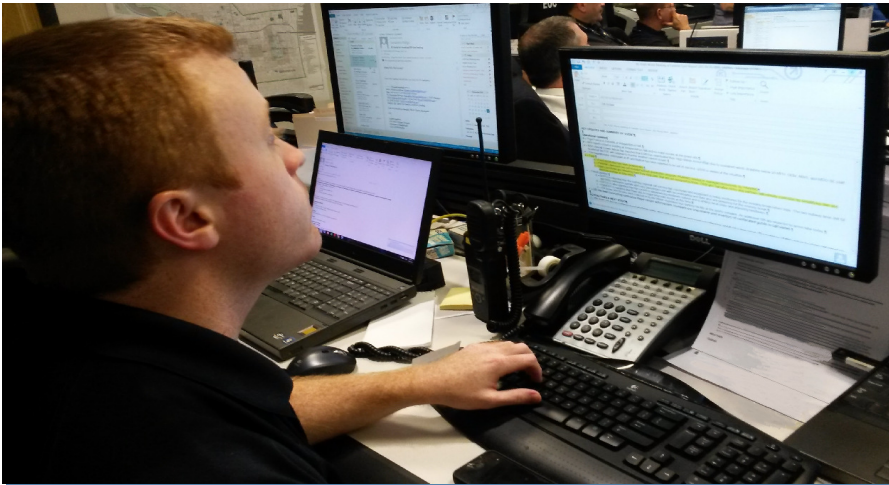
In keeping with this goal in 2015, OEM completed a project to optimize its information technology (IT) system performance, reliability, and improve data back up and security.

IT accomplished the following enhancements this past year:

- Creating multiple redundancy to eliminate data access downtime during disasters and/or regular system maintenance;
- Allowing OEM to sync data in real time between multiple file servers to ensure around-the-clock data availability through a distributed File System;
- Improving Uninterruptible Power Supply with system status monitoring capability to protect OEM's state of the art server equipment from electrical failures;
- Protecting OEM data with an enterprise level off-site data back-up system;
- Installing a media server to separate less critical data from main backup to accelerate back-up speed and efficiently utilize storage space;
- Creating a virtual system which provides server and workstation consolidation, as well as seamless access to applications while considerably reducing carbon footprint;
- Improving capability for document scanning for every workstation in EOC;
- Fully revising and simplifying instructional documentation for end users.

Mobile Command Post (CP-1)

IT staff were also busy ensuring that CP-1's secure Wi-Fi connectivity protects from unauthorized intrusion during deployments, and that all workstations have the latest GIS software, enabling users to print large format tactical maps during deployments. CP-1 serves a command center for Unified Command when it is deployed for disasters, such as the Amtrak train #188 derailment.



Continuity of Operations (COOP)

This past year, OEM's IT staff launched a fully functioning disaster recovery (COOP) site which serves as an alternative location for the Emergency Operations Center and the Emergency Management headquarters.

The office includes fully operational workstations, access to internet, OEM data, network printing and scanning.

Geographic Information Systems (GIS)

OEM staff maintains a large repository of geospatial data, which support essential functions and play a key role in preparedness, response, and recovery efforts. Maintaining and updating the data is only part of the process; OEM is always looking to improve and add new datasets which help serve the OEM mission. Some new data sets added to OEM's database and situation awareness portals include the ability to:

- Identify areas of Philadelphia with highest concentrations of vulnerable populations;
- Pull up quickly historical data on locations in which OEM deployed to previously;
- Monitor ongoing Special Events;
- Monitor 311 data feeds;
- Monitor Special Event Public Safety Grid System along the Benjamin Franklin Parkway.

In addition to the data updates, OEM GIS has completed a project involving updating OEM's Situational Awareness Portal to the most recent version of Adobe Flex. This update project also involved the addition of customized enhancements to increase OEM's capability to get critical information and conduct analysis in OEM's Watch Center. Some of the improved capabilities involve enhanced search and editing capabilities, as well as the ability to add incident notes to a particular incident where OEM has deployed a response team.





Special Event Planning

The World Meeting of Families and Papal visit held in Philadelphia this year created an opportunity for OEM to improve its operational data with assistance from external partners.

As a result, OEM GIS developed Operational Dashboards, which integrated live data feeds from sources such as Philly 311, Fire and EMS incidents, as well as patient contacts. These dashboards allow the Philadelphia Emergency Operations Center to get a comprehensive view of real time public safety operations across the City.



EOC Data Management System in Action

OEM rolled out an EOC Data Management System in November 2014. This new system allows staff to consistently and efficiently capture, synthesize, and operationalize the large volume of information on damage, such as downed vegetation, electrical infrastructure, buildings, and street infrastructure, as well as road closures generated by a significant weather event.

Staff can present information in a number of real time formats including dashboards, reports, and an interactive map. Since the roll out, OEM has had three storm events, two Snow Emergencies and one Severe Thunderstorm Warning, when staff used the EOC Data Management System to present a detailed and comprehensive view of storm damage.

A number of enhancements, such as an easier way to identify priority incidents, have been made to the EOC Data Management System since its roll out.

Logistics

OEM's Logistics staff establish and maintain processes, procedures, equipment, and facilities to provide needed resources in the desired quantity to the correct location in a timely fashion. Much of their work in 2015 focused on ensuring that available resources were ready for the



Policy Development

The staff developed a Resource Policy Manual that details policies, procedures, and processes for using and maintaining OEM equipment and the OEM Warehouse. This is to ensure:

- **Accountability:** Because all resources must be ready to deploy 24 hours day, seven days a week, OEM staff must be able to account for them at all times, perform routine maintenance, and test them regularly.
- **Standardization:** Responsibilities, processes, and terminology are clearly explained to ensure key inventory, maintenance, and testing of resources are replicable in the future.
- **Consistency:** All OEM personnel must be capable of deploying, operating, and demobilizing resources without oversight during emergencies with the same degree of accuracy and competency.
- **Information Management:** Asset management systems will be fully leveraged to effectively and efficiently manage equipment information.

OEM Equipment and Supplies

To implement the resource policy manual, the Logistics staff completed another inventory of the more than \$4 million of equipment and supplies owned by Philadelphia OEM. As part of this project, the staff standardized the use of the inventory management system, updated equipment information in the system, and labeled all equipment. This project will help ensure the goals of the Logistics Program—accountability, standardization, consistency, and effective use of information management—are met.

Quick Start Guides

Logistics staff also developed a series of equipment guides for use by OEM personnel and requesting agencies. These were developed with the objective of ensuring all personnel are able to deploy, operate, and demobilize equipment effectively and safely. Initially developed guides focused on some of the more common equipment-related tasks that OEM personnel are asked to perform, including trailer towing and light tower operation.





External Affairs Division



The External Affairs division advances OEM's mission by increasing public awareness, good will, and transparency of our agency. External Affairs staff members are responsible for overseeing OEM's strategic communication, as well as crisis and emergency risk communication during times of major emergencies. These professionals manage the public information, media relations, and overall reputation management of the agency. External Affairs staff build and foster relationships with the public, businesses, and other key stakeholders through a comprehensive public education and community engagement strategy. OEM's "Ready, Or Not?" public education program is designed to help Philadelphians prepare now before an emergency strikes.

Communication Toolkit

Social Media

The communications tools and techniques that OEM uses to reach Philadelphians on a daily basis expands in both number and importance each year. The public's use of and reliance on these tools, especially in the social and digital media world, increases each year, as well.

A Pew Research Center study released in 2015 shows that nearly two-thirds of American adults use social networking sites, up from seven percent when Pew Research Center began tracking social media usage in 2005.

Experience with large-special events has shown that many visitors to the city rely less on traditional news media to spread the word. With hundreds of thousands of visitors who were using Smartphones and tablets to capture the historic visit of Pope Francis, it just made sense to reach these visitors on their mobile devices. OEM used social media heavily and encouraged City of Philadelphia "influencers" to retweet, repost, and share information during the World Meeting of Families and the Papal visit. OEM's Twitter account gained nearly 1,600 followers in a matter of days leading up to the Papal visit, and emergency awareness messages were viewed and shared online through Facebook.

External Affairs staff developed and designed a series of infographics for its social media sites for use during large special events. Topics for the



infographics include Location Markers, Crowd Safety, Stay Cool Tips, and How to Stay Informed. Using Facebook and Twitter, OEM pushed users to its new website for more detailed information.

Nixle—A New Community Engagement Tool

A great accomplishment was OEM's first time use of Nixle, an information-sharing platform, as part of its community engagement strategy during the Papal visit. Using social, digital, and traditional media to promote this new engagement tool, 11,000 people signed up within four days to get important information sent to their mobile devices and emails. One social media tweet, featuring a photo of Pope Francis, reached 30,707 Twitter users within two days.

ReadyPhiladelphia—A New Public Alert System

This year also saw a switch in the public alert system that OEM uses, transitioning to **ReadyPhiladelphia** from **ReadyNotifyPA**. The latest mass public notification system gives users new options like a mobile app with push notifications, emergency information targeted to specific locations of concern to them, and the ability to sign up multiple devices. Residents and businesses know that only emergency information of importance will be sent to their emails or mobile devices.

Philly 311

OEM also utilized Philadelphia's 311 new Salesforce system to get messaging to those calling the City's non-emergency number for answers about the Papal visit. Staff created the messages and populated them in the system to provide 311 agents with up-to-date information about the Papal visit.

American Sign Language Interpreters

Similar to what OEM does for severe weather events, such as Superstorm Sandy and snow emergencies, External Affairs ensured that an American Sign Language interpreter was at each media briefing held by Mayor Michael Nutter regarding the Papal visit. In addition, staff videotaped each briefing, added captioning to the videos, and uploaded them to OEM's YouTube account to ensure that the information being shared by the City was fully accessible.

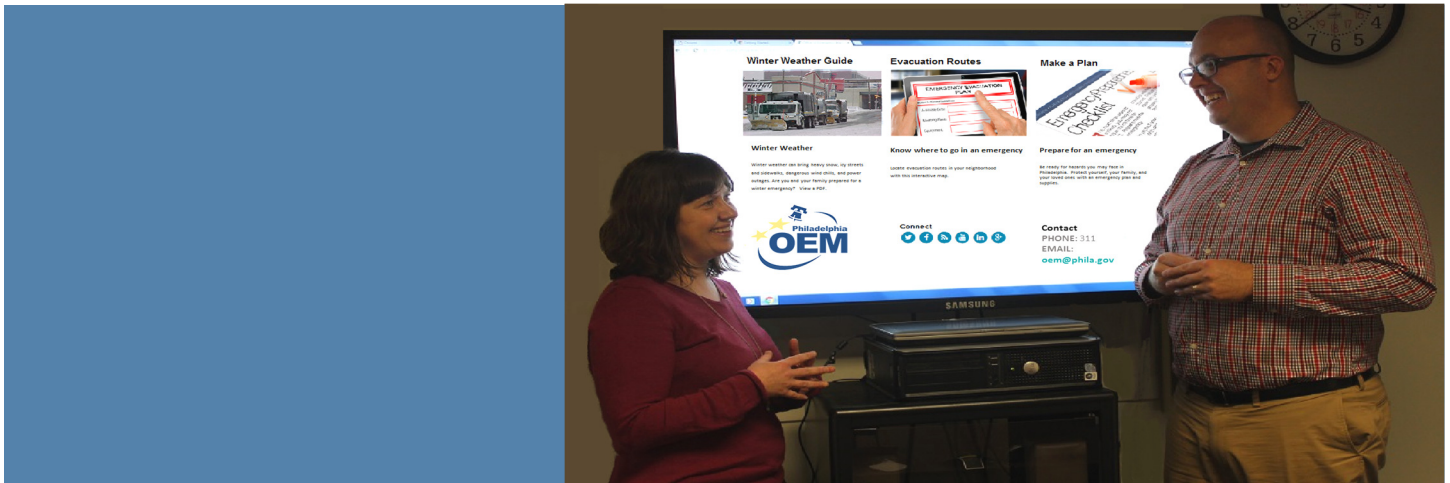




Philadelphia wants to see you in the crowd and wants you to stay connected with information from the City.

- Receive important alerts from the City of Philadelphia regarding weather, public safety, traffic or travel in Philadelphia related to the WMoF and Papal visit.
- Text "papalvisit" to 888777.
- Messages will be sent out during the WMoF and Pope Francis' visit only.
- Message and data rates may apply.

Photo courtesy of Chris Warde-Jones on behalf of World Meeting of Families
Philadelphia Office of Emergency Management
www.phila.gov/ready
@PhilaOEM



OEM's Newly Launched Ready Website

Thanks to the Philadelphia Office of Innovation and Technology, External Affairs launched a new OEM website on the City's new WordPress platform. OEM was the first city agency website to go live in the new alpha format, just in time for Independence Day festivities. The site went live on July 3rd and was used immediately to inform residents about crowd safety, road closures, weather updates, and preparedness.

External Affairs also works hard to be mindful of inclusion, since messages must be accessible to everyone. As the Office of Innovative Technology was building the new OEM website, External Affairs invited The Institute on Disabilities at Temple University to meet with the webmaster to provide information on how to make the site more accessible. Thanks to this collaboration, the Institute on Disabilities reviewed the site and gave it a passing grade for accessibility for those with functional needs. The website can be translated into a multitude of languages and OIT is exploring the use of other tools to make it even more accessible. The OEM website now serves as a model for agency websites that are being developed for the new phila.gov website for the City.

The new OEM website, www.phila.gov/ready, provides detailed information on the types of hazards that are most likely to happen in Philadelphia, how to prepare for them, evacuation routes, how to shelter in place, and more.

Unlike most City websites, External Affairs can update OEM's Ready website, at any time, day or night, to post emergency information as needed.

Government Access Channel

In addition, the staff has around-the-clock access to Philadelphia's government access channel to interrupt routine broadcasting with emergency messages. OEM has developed pre-scripted messages slides for hurricanes and snow emergencies for the City's Channel 64.



Public Alerting Conference

Tools, Techniques and Targeting: Using Social MultiMedia during Emergencies

During 2015, External Affairs organized the second annual Public Alerting Conference for OEM staff, public information officers from various City agencies, and other response agencies.

Panelists included social media experts from Philadelphia's Police and Public Health departments who shared experiences and lessons learned using social media during their day-to-day operations, as well as emergencies.

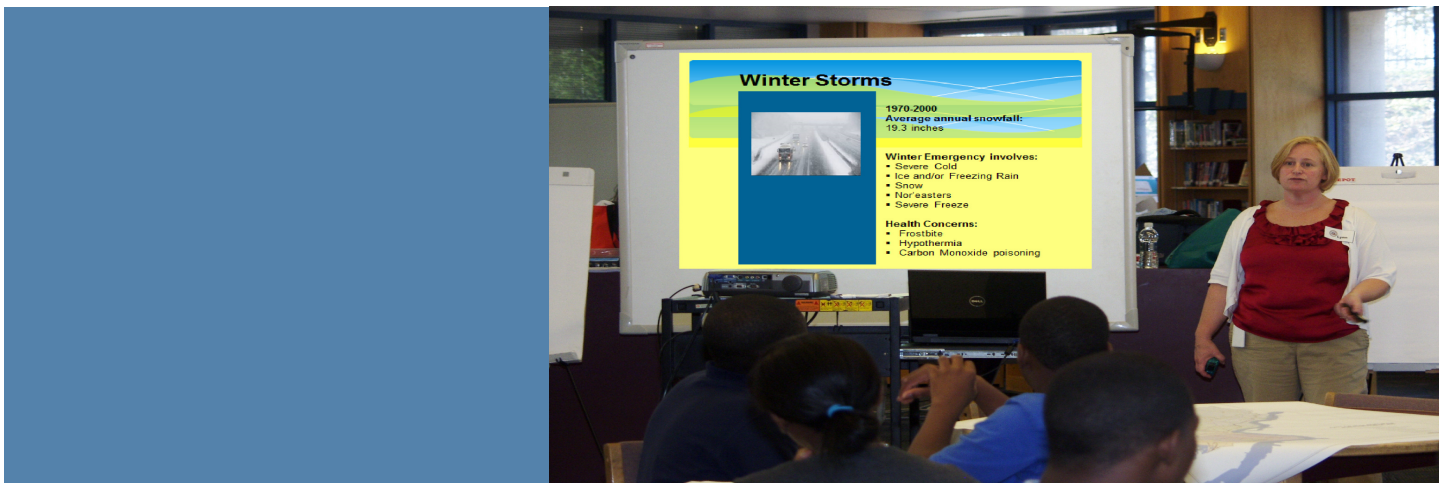
In addition, a seasoned professional with a background as a broadcaster, public information officer, video producer, and social media specialist led the group in using different social media tools and techniques. Some of these included:

- Using social media to communicate during an emergency, selecting the right tools, implementing the tools effectively;
- Producing ready-to-use audio soundbites and podcasts for traditional and social media. Participants practiced how to record and edit their own audio interview;
- Writing messages that get noticed and retweeted; posting audio and video links; managing posts; responding to comments; social media monitoring;
- Producing ready-to-use video for traditional and social media;
- Accessorizing a Smartphone or tablet;
- Framing interviewees, steady shot, shot types, zooming, recording your video.

Participants worked in teams and produced short public alerting videos using their devices coupled with sample accessories provided during the conference.

External Affairs used lessons learned from the conference to live stream footage of the Mass Casualty/Mass Decontamination Functional Exercise and OEM Director Phillips conducting a media briefing with local reporters during the exercise.





Ready, Or Not?—A Public Education and Community Engagement Program

Speakers Bureau

The OEM “Ready, Or Not?” program averages over 60 workshops per year for residents and businesses in the City. These include: Personal and Family Preparedness, Business Continuity, and other community engagement events, such as Town Watch’s National Night Out, Boy and Girl Scout Days at the National Constitution Center, Martin Luther King Day of Service, Preparedness Fairs at The Franklin Institute—Philadelphia’s science museum, the Academy of Natural Sciences, and Amtrak’s 30th Street Station.

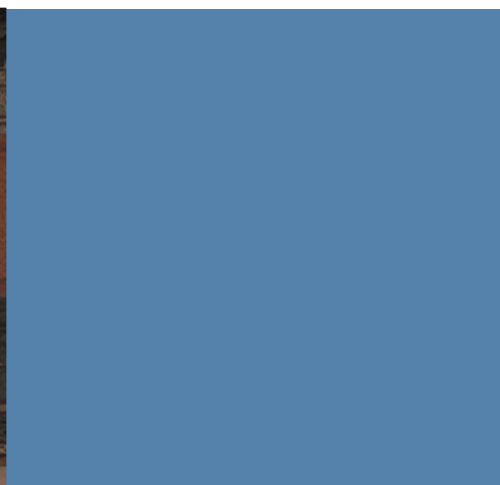
External Affairs staff works closely with town watch groups, police community relations officers, community and civic groups, functional needs groups, faith-based leaders, and other organized groups to conduct Preparedness workshops throughout the year as part of its “Ready, Or Not?” speakers bureau.

One of the major objectives of the “Ready, Or Not?” program is to ensure that our most vulnerable populations are prepared for emergencies. Below are just some of the groups where OEM has presented its Preparedness workshops:

- Liberty Resources (Deaf and hard of hearing community)
- Associated Services for the Blind
- Women of Hope
- Philadelphia Corporation for the Aging and many older adult centers around the city
- Philadelphia Housing Authority tenants
- Boys and Girls Scouts during Scout Days at the National Constitution Center

In 2015, we distributed more than 27,000 preparedness brochures, many of which are available in multiple languages. In addition, OEM’s Family Preparedness Guide is available in audio, large print, and Braille.

OEM staff also participated in a FEMA public meeting to introduce FEMA’s updated flood maps to residents who live in neighborhoods with a history of flooding.



National Volunteer Week, April 12-18

OEM staff cannot do the work we do alone and we highly value our many partner agencies, including the steadfast and dedicated volunteers. City officials recognized the efforts of 16 dedicated volunteers from the Red Paw Emergency Relief Team at a ceremony during National Volunteer Week.

Red Paw Emergency Relief Team volunteers answer the call for help 24 hours a day, seven days a week throughout the year. These volunteers respond to fires, floods, building collapses, severe storms, and other catastrophic incidents with a single mission—to provide a safe haven for displaced pets during emergencies.

Since 2011, volunteers responded more than 900 times to emergencies in more than a dozen counties in Pennsylvania, New Jersey, and Maryland. Although they respond to all types of emergencies, 85 percent of responses have been fires, and 70 percent of their responses are in Philadelphia. They have assisted more than 1,600 animals and successfully reunited displaced pets with 83 percent of the families affected by emergencies.

Red Paw volunteers exemplify the tremendous power of individuals who can bring about social change by working together toward a common goal.

Established in 2011 by a former Philadelphia firefighter and American Red Cross volunteer, the Red Paw Emergency Relief Team quickly joined the ranks of the first responder community in the Philadelphia region.

National Preparedness Month

Each September during National Preparedness Month, External Affairs coordinates a “Ready, Or Not?” public education campaign to complement its yearlong Preparedness activities with the community. The campaign includes digital billboard displays along the I-95 corridor with Clear Channel Digital, Preparedness articles for the local gas and energy utility newsletters for August and September, Preparedness banners that are hung at City Hall entrance portals, media interviews, Preparedness fairs, and more.





Field Response and EOC Activation

Derailment of Amtrak Northeast Regional Train #188



EM staff members serve on rotating Field Response Teams in addition to their daily duties. Field Response Teams are on call 24 hours a day, seven days a week. These teams respond to a variety of incidents, such as multiple alarm fires, large water main breaks, gas leaks, building collapses, and the city's Emergency Operations Center for large-scale incidents and severe weather incidents. This past year, OEM staff members were called into action as a result of a Mass Casualty Level 3 Incident involving a train derailment on Amtrak's Northeast Regional Corridor.

Incident Overview

At 9:21 p.m. on Tuesday, May 12, the calm of a typical spring evening was shattered when Amtrak Northeast Regional train #188, traveling from Washington, D.C. to New York City, derailed at Frankford Junction in Philadelphia. The derailment occurred at the sharpest curve along Amtrak's Northeast Corridor. The train, consisting of seven cars and one engine, was carrying 238 passengers and five crewmembers.

Within minutes, one of the largest mass casualty operations in Philadelphia's recent history was underway. Over the course of the ensuing hours and days, more than 624 police officers, 70 fire and emergency medical personnel, and dozens of other responders from other City agencies and non-governmental organizations provided aid and support to the passengers, crewmembers, as well as their families and friends. There were more than 200 injuries and eight fatalities due to the derailment.

The City's 911 Center received 29 separate calls in the minutes that followed the initial call about the derailment.



Initial Response

The first arriving Philadelphia police officer, a sergeant from the local district, quickly realized the severity of the situation and requested that all available police units deploy.

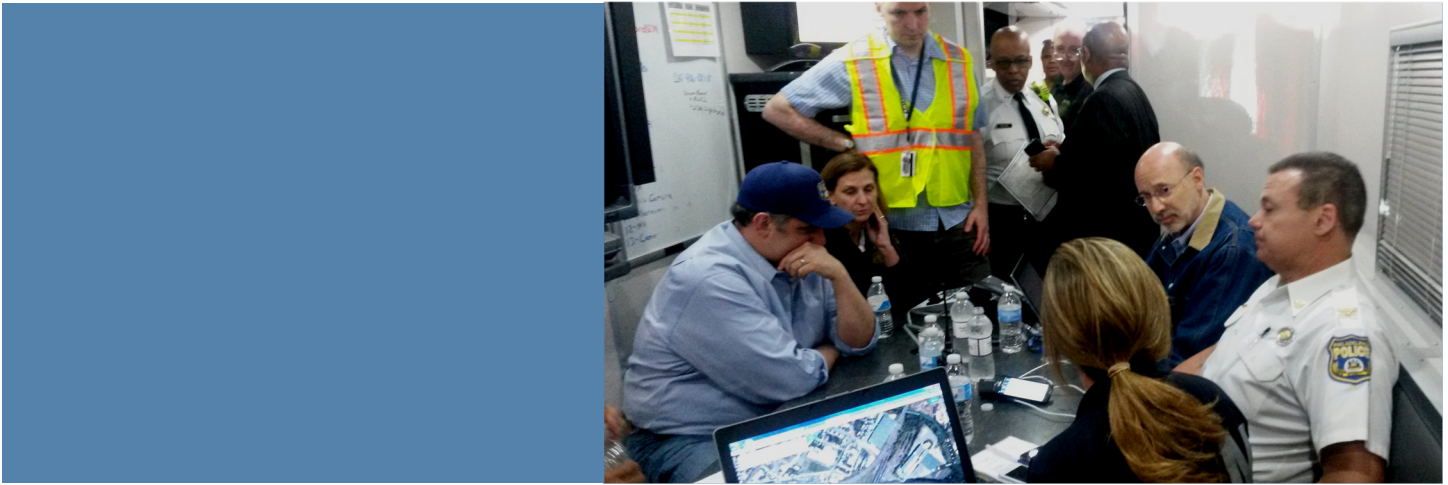
The Philadelphia Fire Department's first-in engine arrived within four minutes, followed immediately by a Battalion Chief who quickly declared a second alarm and issued a Mass Casualty Level III incident. These actions initiated the dispatch of a large number of additional apparatus ranging from heavy rescue units to ambulances to additional fire chiefs. The Fire Department called for a third alarm and quickly followed up with a fourth alarm to deploy additional personnel and resources. The Philadelphia Bomb Disposal Unit quickly ruled out any indicators of an explosion at the scene.

The Fire Department's EMS Deputy Commissioner was prepared to activate non-municipal ambulances, in addition to the City's ambulances. However, so many resources and personnel were already on scene and transporting patients by police vehicles and SEPTA buses, that additional ambulances and equipment were not needed. Fire EMS was urgently required, though, for establishing and managing the triage, treatment, and transport of patients.

Challenges Facing First Responders

Responders faced many challenges and safety concerns including difficult access to the junction, uneven terrain, downed power lines, railway catenary poles lying on their sides with live, suspended high voltage wires, and limited visibility due to poor lighting at the scene. In addition to Amtrak trains, CSX and Conrail freight and SEPTA passenger trains, use tracks at this junction. Coordination among all of the train systems was required to stop trains, shut off electrical power, and ensure the scene was rendered safe for responses operations.

Despite dangerous conditions, lifesaving operations were implemented without delay and not a single first responder was injured during the response and recovery operations. The initiative and ingenuity of passengers, first-arriving responders, and front-line supervisors saved lives and set the stage for the substantial response effort that followed.



OEM Field Response and EOC Activation

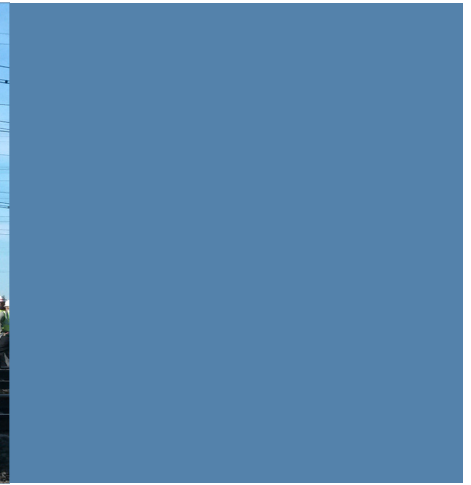
OEM's Regional Integration Center quickly notified agency personnel of the derailment and provided an initial report. The Regional Integration Center also provided notifications to the Mayor and his executive team within 10 minutes of the initial notification. The Regional Integration Center, in consultation with the Fire Communication Center, provided prompt notification and instructed area hospitals to prepare for multiple trauma patients. In addition, the Philadelphia Medical Examiner was notified of the potential for a mass fatality event.

OEM initiated staff deployments to the derailment scene and the Emergency Operations Center, which activated as a Situation Room. In addition, liaisons from the Hospital Association of Pennsylvania deployed to the Emergency Operations Center and select hospitals to facilitate rapid and coordinated information sharing regarding patients transported to area hospitals. An OEM field-response team member deployed the Mobile Command Post (CP-1) to the scene, which served as the Unified Command Post.

Mayor Michael Nutter arrived on scene to assess the situation and meet with Unified Command. The Mayor's Communications Director and public information officers from Police and Fire were on scene, while OEM External Affairs staff monitored traditional and social media providing updates to the public information officers in the field, and used social media to provide updates to the public and media. The Mayor, with the Fire Department, Police Department, and OEM, conducted a media briefing that evening and another briefing in the morning with the National Transportation Safety Board and Amtrak. Joint media briefings continued throughout the duration of the incident.

Support for Friends and Relatives

Other OEM staff members reported to a public school and a neighborhood church near the derailment. These facilities served as reception centers to provide a safe haven for non-critical victims. OEM staff then established a Friends and Relatives Center at the school with the assistance of the American Red Cross. Amtrak promptly established a 1-800 number to enable passengers and crewmembers to communicate their well-being, and for the family and friends to reunite with loved ones.



Mass casualty operations in the aftermath of the derailment were distinguished by the initiative of first responders from the Philadelphia Police and Fire departments and the speed that a large number of patients, a total of 218, were removed from the scene and transported to 12 local hospitals. The vast majority of patients were transported by 11:00 p.m. and the last patient was transported at 12:42 a.m.

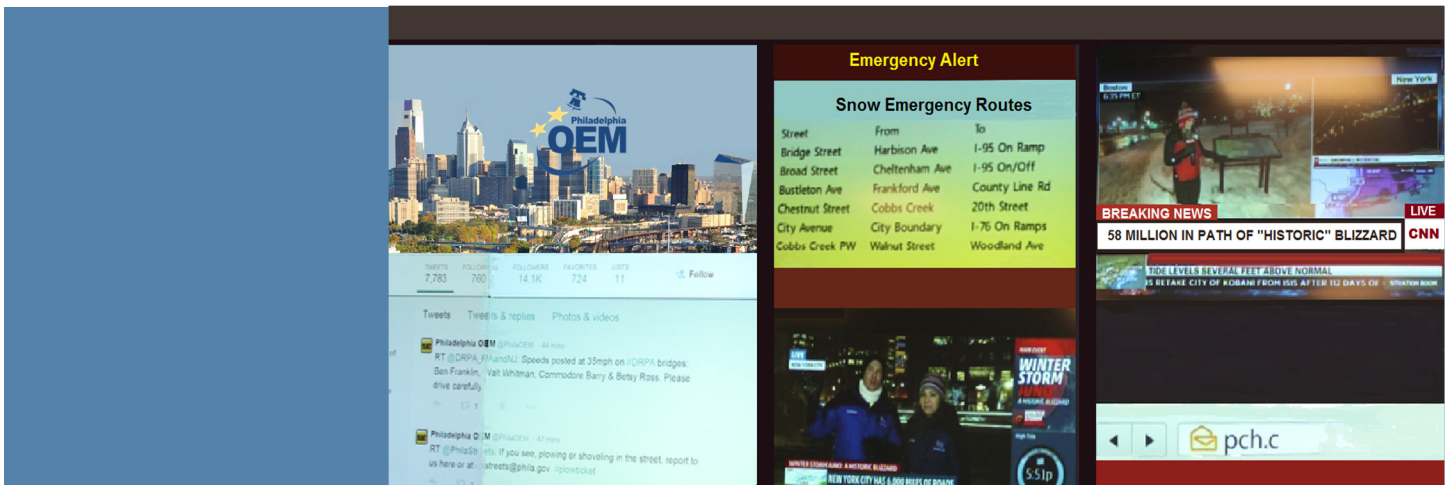
City of Philadelphia first response agencies, Amtrak, and the National Transportation Safety Board collaborated to identify individuals involved in the derailment, assess their well-being, and track their location. Because of this collaboration, these agencies accounted for more than 85 percent of the passengers and crewmembers within 18 hours of the derailment.

By mid-day Wednesday as the situation settled, OEM closed the Friends and Relative Center at the school. A total of 35 survivors and 10 family members checked into the center. Within an hour and a half, Amtrak opened a Family Assistance Center at the Philadelphia Marriott Downtown. In coordination with OEM and the American Red Cross, New York City OEM and the Greater New York American Red Cross provided follow-up and support to passengers at their ultimate destinations.

By noon on Thursday within 36 hours of the derailment, these agencies accounted for all 238 passengers and five crewmembers. Unfortunately, eight individuals died as a result of the derailment.

On Sunday, May 17, Mayor Michael Nutter officiated during a Remembrance Ceremony at the scene of the derailment. On Monday, May 18 at 6:07 a.m., Amtrak reopened train lines and the first train left 30th Street Station for New York City Penn Station.





EOC Activations

Snow Emergencies

In addition to disasters such as the Amtrak train derailment, OEM may activate the City's Emergency Operations Center to support interagency coordination when severe weather is forecasted. The EOC may be activated at partial or full staffing levels, depending upon the anticipated scope of the weather event.

OEM activated the Emergency Operations Center (EOC) twice in 2015 for Snow Emergencies:

Full Activation: January 26-27

On Sunday, January 25, the National Weather service issued a Winter Storm Warning and predicted 14 to 24 inches of snowfall for Philadelphia, with a worst-case scenario of 25 inches. Based on the forecasted snowfall, OEM began coordination with agency liaisons and activated the EOC with a limited and then full activation. The City declared a Snow Emergency ahead of the storm. Due to the predicted snowfalls, officials decided to close schools and city government offices on January 27.

However, meteorology is not an exact science, and forecast busts do happen. The storm moved further east than forecasted and departed faster than earlier predictions. The National Weather Service and local media were slow to downgrade forecasts on Monday evening, which affected the City's decision-making process for school and government office closures on Tuesday. OEM used the incident as a real-life EOC activation opportunity to train new OEM staff members. They also trained other agency representatives staffing the EOC on the new EOC Data Management System.

Situation Room Activation: March 5

With 4 to 8 inches of snow predicted and a Winter Storm Warning issued by the National Weather Service, OEM began interagency coordination on March 4 with Dialysis and Winter Weather Steering Committee conference calls. Meteorologists anticipated that the storm, snow falling at a rate of 0.5 inch an hour, would negatively affect the morning and evening commutes on March 5. OEM activated a situation room at 6:00 a.m. on March 5 to monitor City operations and assist with interagency coordination.



Severe Thunderstorm Warning

Situation Room Activation: June 23

On Tuesday, June 23, the National Weather Service issued a Severe Thunderstorm Warning for Philadelphia at 5:38 p.m. until 6:30 p.m.

While most Severe Thunderstorm Warnings highlight the potential for 60 mph winds, this particular warning mentioned “destructive winds in excess of 70 mph”. However, the National Weather Service did not use its option for an enhanced warning for high impact events, which would have highlighted “an extremely dangerous and potentially life-threatening situation”.

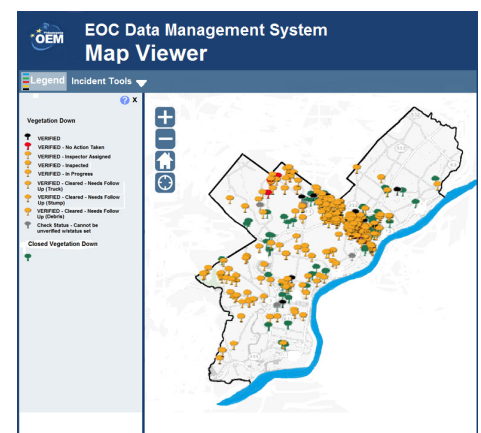
The Frankford and Northwood neighborhoods in the lower Northeast section of the city received the highest concentration of damage. While no wind data is available specifically for these neighborhoods, the peak wind gust measured at Philadelphia International Airport was 72 mph, the fourth highest wind gust ever recorded.

As reports of excessive damage and multiple power outages came in, OEM established a Situation Room to assess the overall damage and coordinate response and recovery efforts among various agencies through Wednesday, June 24, 2:00 a.m.

At 6:00 a.m. on Wednesday, OEM reopened and staffed the Situation Room until 7:00 p.m. while recovery efforts continued. Representatives from Philadelphia Parks and Recreation and Streets departments joined OEM staff. This event marked the first significant use of the new EOC Data Management System for an actual event.

During a four-hour period, the National Weather Service reported more than 5,200 lightning strikes for Philadelphia and the surrounding area, known as the Delaware Valley. This fast moving line of thunderstorms moved through Philadelphia causing:

- 37,000 customers without power
- More than 300 fallen trees and tree branches
- 200 downed wire calls
- 10 structure fires due to lightning strikes
- one building and seven partial building collapses
- 335 responses by the Philadelphia Fire Department
- Temporary suspension of most Amtrak routes in the region, and Southeastern Pennsylvania Transit Authority's regional rail service.





Special Events

World Meeting of Families and Papal Visit

Event Overview

Held every three years since its inception in 1994, the World Meeting of Families is the world's largest Catholic gathering of families. The Holy Father invites families from all over the world to attend this global gathering. Families can participate in discussion groups on the Christian family's role in the church and society, led by many distinguished speakers.

The World Meetings of Families held its previous Congresses in Rome (twice), Rio de Janeiro, Manila, Valencia, Mexico City, and Milan. In 2015, the Vatican honored the City of Philadelphia by holding this gathering here—the first time ever held in the U.S.

The World Meeting of Families Congress convened at the Pennsylvania Convention Center from Monday, September 21 to Friday, September 25, and was the highest attended Congress held to date.

The weeklong event culminated with a visit by His Holiness Pope Francis, the first Pope of the Americas, from Saturday, September 26 to Sunday, September 27.



After his arrival at the Philadelphia International Airport on Saturday morning, Pope Francis celebrated Mass, a ticketed event, at the Cathedral Basilica of Saints Peter and Paul. In the afternoon, he gave a public address on religious freedom and immigration at Independence National Historical Park.



Later that evening, Pope Francis participated in the Festival of Families, open to the public on the Benjamin Franklin Parkway, followed by a concert with world renowned artists, such as Oscar-nominated actor Mark Wahlberg who served as emcee, musical icon Aretha Franklin, classical crossover singer Jackie Evancho, Italian tenor Andrea Bocelli, and more.

On Sunday, Pope Francis met with bishops at Saint Charles Borromeo Seminary in nearby Montgomery County, visited with prisoners at the Curran-Fromhold Correctional Facility in Northeast Philadelphia, and celebrated a public Mass on the Benjamin Franklin Parkway.

This historic and momentous visit by Pope Francis brought enormous exposure as well as challenges to the City of Philadelphia, specifically the Central Business District, and the Delaware Valley region as a whole.



National Special Security Event

The U.S. Department of Homeland Security designated the Papal visit as a National Special Security Event. In May 1998, President Clinton established the Procedures for National Special Security Events through a Presidential Decision Directive. This directive identifies the security roles for federal agencies at major events.

Some factors that determine if a major event is given a National Special Event Security designation include the:

- Anticipated attendance by dignitaries;
- Size, significance, and duration of the event;
- Availability of state and local resources;
- Coordination of law enforcement and public safety agencies from multiple jurisdictions;
- Threat assessments.

Due to the National Special Security Event designation for the Papal visit to Philadelphia, the federal government assigned lead federal responsibilities for event planning and security to the U.S. Secret Service, crisis management, and counterterrorism to the Federal Bureau of Investigation, and consequence management to the Federal Emergency Management Agency.



Unified Command

Using an integrated planning and management approach consistent with the principles of the National Incident Management system, the Philadelphia Office of Emergency Management collaborated for nearly a year with partner agencies at all levels of government, non-profits, and the private sector, to ensure a cooperative, interagency, and intergovernmental planning effort.

Similar to other large special events staffed by many agencies held in Philadelphia, the City utilized Unified Command to coordinate public safety and other operations in support of the Papal visit.

Unified Command consisted of a core group of senior decision-makers:

- City of Philadelphia
- U.S. Secret Service
- Federal Bureau of Investigations
- World Meeting of Families

These officials had the authority to make operational decisions to direct, adjust, and/or suspend the execution of the event.

In addition, a Policy Group of senior officials, a command staff consisting of agencies with extensive numbers of personnel in the field, and a network of liaisons stationed in the U.S. Secret Service Multi-agency Communications Center and Philadelphia Emergency Operations Center, supported and advised Unified Command.





City of Philadelphia EOC

The Office of Emergency Management managed the City's Emergency Operations Center. Some of the key operations coordinated through the City's Emergency Operations Center included:

Health and Medical

The City, in coordination with local, state, and federal agencies, provided emergency medical services, family reunification, and behavioral health support to anyone needing assistance.

Regional hospitals followed pre-established operational plans and maintained open communications to deliver effective care.

Additionally, disease and food surveillance officials collected and analyzed data to ensure a comprehensive awareness of any public health hazards.

Emergency Medical Services, First Aid, Medical Stations, and Behavioral Health Support

EMS personnel responded within each zone by foot, bike, Segway, Gator, or ambulance, and provided services at each first aid tent and medical station. First aid tent capabilities included triaging, treatment of minor injuries (such as insect bites, rehydration, sunburns, and heat exposure), CPR with AED, and diagnostics for diabetic concerns.

During the event planning process, OEM staff pre-determined various facilities to use in the event of severe weather event or other emergency. If needed, through the Emergency Operations Center would activate these facilities:

- **Safe Refuge:** Sites to provide temporary shelter to individuals with little to no accommodation, if the Francis Festival grounds needed to be evacuated.
- **Friends and Relatives Center:** Facilities to promptly activate where victims' friends and family, and survivors not requiring medical attention can convene.
- **Reception Centers and Shelters:** Facilities to provide shelter and accommodation to individuals on a short-term basis, during an emergency.



Sanitation

The City's Department of Streets, Sanitation Division conducted special operations prior to, throughout the duration of, and immediately following the event. Their operations focused on pre-cleaning, staging, security, vehicle deployment, event services, and post-event cleaning.

Public Works and Utilities

In addition to police, fire and EMS resources, representatives and equipment from transit agencies and utilities, such as telecommunications, water, electric, gas, and cable agencies were pre-positioned within the Francis Festival grounds for easy access to the area should the need arise due to service interruptions requiring restoration.

Transportation Management

This committee was responsible for the event parking policies for registered and unregistered buses and private vehicles, and the operations of regional mass transportation agencies including SEPTA, PATCO, and NJ Transit.



Traffic Control and Crowd Management

The Philadelphia Police Department with support from the Pennsylvania National Guard and other law enforcement agencies enforce traffic control within the Francis Festival grounds. The U.S. Secret Service implemented the Secure Vehicle Perimeter with the use of concrete barriers and access control devices to prevent unauthorized access.

Public Information

Approximately 30 federal, state, local government agencies, transit agencies, and the regional hospital association coordinated public information through the establishment of a Public Safety Joint Information Center. The Joint Information Center served as the central clearinghouse for all public safety information provided to the press and through social media.



Support to First Responders, City Staff, Volunteers

OEM's Logistics staff led planning efforts and operational management to support the massive public safety operations provided by first responders. They were instrumental in coordinating resource requests, receiving and distributing equipment, managing a Logistics Center, as well as overseeing dormitory and mass feeding operations for first responders during the Papal visit.

In the months prior to the Papal visit, Logistics staff fielded requests from city agencies for more than 300 vehicles, trailers, and other equipment. Equipment was multi-sourced through loans from city agencies, intrastate mutual aid, interstate mutual aid, and rentals. To manage resource receipt, distribution, and tracking, OEM activated a Receiving and Distribution Center.

Resource Support Operations

OEM, along with numerous city agencies and vendors, led resource support operations. These included the provision of facilities, equipment, supplies, services, and personnel needed to support various tactical operations. OEM utilized more than 40 buildings, parking lots, park spaces, and streets for command posts, dormitory and mass feeding operations, medical tents and ambulances, and other operations. In addition, arranged for fueling operations and mobile road service, and sanitation operations for portable restrooms, handwashing stations, and refuse removal at these types of locations.

Receiving and Distribution Center

Equipment for the event was multi-sourced through loans from city agencies, intrastate mutual aid, interstate mutual, and rentals.

To manage the receipt, distribution and tracking of resources, OEM staff activated a centralized Receiving and Distribution Center. There, they managed requests for more than 300 vehicles, trailers, and other equipment from city agencies. Staff tracked all equipment throughout the event from a Logistics Center at the Emergency Operations Center.





Logistics Center

OEM staff activated a Logistics Center adjacent to the city's Emergency Operations Center to serve as the primary coordination point for planned logistical operations and resolution of unanticipated resource requests. Agencies staffing the Center were the American Red Cross, Salvation Army, Pennsylvania Emergency Management Agency, Philadelphia's Fleet Management Department, Wawa, and OEM.

Dormitory Operations

More than 1,000 responders could rest between shifts in a controlled space near the event, thanks to the dormitory operations arranged by OEM's Logistics staff. For up to four nights, the American Red Cross led dormitory operations at two separate facilities for local responders and mutual aid partners. All responders sleeping in staff dormitories received a cot, had access to restrooms, and were able to freshen up in vendor-provided shower trailers parked next to the dormitories.

Mass Feeding Operations

Wawa Inc., headquartered in nearby Delaware County, operates a chain of convenience store and gas stations located along the East Coast of the United States.

Wawa Inc. donated more than 90,000 meals for first responders and 250,000 bottles of water for responders and the public.

Wawa and the Salvation Army, with assistance from the American Red Cross and Pennsylvania Army National Guard, provided pre-packaged meals, snacks, and bottled water to responders and personnel working the event. Bottled water was delivered to medical tents and along walking routes of the Francis Festival grounds for distribution.





Accommodating Targeted Constituents

Access for Those with Functional Needs

Staff designed emergency plans supporting the Papal visit to provide all individuals with access to emergency information and resources. The City has integrated functional and access needs considerations into all of its standing emergency plans. Staff incorporated these same considerations into incident planning for this event.

Among other initiatives, individuals with disabilities supported this planning and provided recommendations for consideration to planners through the Southeastern Pennsylvania Regional Task Force Functional Needs Subcommittee. In addition, the World Meeting of Families developed an ADA Plan to ensure the event was accessible and accommodating.

Dignity for Homeless Individuals

In cooperation with the World Meeting of Families Committee on Hunger and Homeless, Project Home, and other non-profits, several City agencies including the Office of Supportive Housing and the Office of Behavioral Health worked to lessen the impact of the Papal visit on approximately 150 to 200 homeless individuals who typically sleep on the Benjamin Franklin Parkway.

Outreach coordination teams met with these individuals before the Papal visit explaining the security impacts. Teams surveyed them to see who wanted to remain on the Benjamin Franklin Parkway for the event duration.

In addition, the City's Department of Behavior Health provided training for outreach workers, coordination center dispatchers, and volunteers on protocols, safety, and operations. Homeless outreach teams staffed various sectors within the Francis Festival grounds to make sure homeless individuals were treated with dignity, had a safe place to sleep and received meals.



Support Services for Businesses

The City and its partners provided special considerations to support businesses affected by the Papal visit. The Francis Festival grounds cover most of Center City Philadelphia, the city's primary center for business.

To help these businesses plan for any security impacts, Philadelphia's Commerce Department activated a Papal visit Business Resource Center. Businesses could contact the Center by phone or by e-mail with their questions and concerns.





Photo credits

City of Philadelphia:

Mitchell Leff
Pages - 2, 35, 36, 37, 40, 44

Kait Privitera
Pages - Table of Contents, 4, 7, 8, 13, 15, 16, 32, 35, 38, 40, 43

Office of Emergency Management
Pages - Table of Contents, 4, 5, 6, 9, 10, 11, 12, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 31, 33, 41

Parks and Recreation
Page - Front cover

Fire Department, Visual Communication Unit
Pages - 15, 16, 29, 30

Other Agencies:

Philadelphia Housing Authority
Page - 14

Philadelphia Medical Reserve Corps
Pages - 39, 42

Amtrak
Page - 32

U. S. Postal Inspection Service
Page - 35

Stock photos

Pages - 3, 4, 11, 12, 34, Back cover





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