

2016 Annual Report

Philadelphia Office of Emergency Management

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

Table of Contents



Message from the Director	2
Decade of Achievement	3
Democratic National Convention	4
2016 Highlights	6
Planning Division	8
Innovative Practices	10
Operations Division	12
Public Affairs Division	14
Employee Recognition	16





Message from the Director



Rox Phillips, OEM "Spokesdog"

Dear Colleagues, Partners, and Philadelphians,

It is my pleasure to share OEM's 2016 Annual Report. While this report does not even begin to capture the magnitude of our work, it gives you a glimpse of what OEM has been up to over the past year. This report demonstrates the creativity, determination, and dedication of the OEM team. *Our small, but mighty, staff continues to amaze me each and every day.* As I reflect on the last year, here are a few highlights of OEM's newest achievements:

Supported the successful execution of the Democratic National Convention - OEM stepped into its role as a convener and collaborator to support law enforcement partner with the business community, and ensure a coordinated effort.

Launched READYCommunity - New hands-on program to create resilient neighborhoods.

Expanded use of technological tools - A complete overhaul of OEM's GIS platform with specialized application development to better integrate data and information.

Exercised our plans - OEM, and its partners, completed a three-part exercise series of the City's Mass Care and Shelter Plan including a full-scale exercise with public participation.

In June, I will mark my 10th year with OEM. This agency has grown and transformed in incredible ways over the past decade. I look forward to seeing all that is to come in the next decade! Thank you for your support and partnership as we continue our pursuit of a prepared and resilient Philadelphia.

Samantha Phillips
Director

A LOOK BACK

2006

- Emergency Preparedness Review Committee (EPRC) provided over 200 recommendations and established the office as the City lead for emergency planning, response, and recovery

2010

- Winter Storm Presidential Disaster Declaration

2011

- Regional Integration Center starts round the clock watch
- Hurricane Irene Disaster Declaration and Tropical Storm Lee

2012

- Superstorm Sandy Presidential Disaster Declaration

2013

- Build out and maintain a warehouse with shelter supplies & emergency equipment

OEM has grown exponentially in size and scope since 2006. The office has grown from 6 staff to 29 employees with 3 divisions and 12 program areas. Since 2006 OEM:



Provided on-scene support for over 500 emergency responses such as managing shelters for large apartment fires with evacuations.

Managed response and recovery for 4 Presidential Disaster Declarations recouping approximately 12 million dollars through FEMA Public Assistance.

Coordinated planning and response for 2 National Special Security Events: World Meeting of Families in 2015 and Democratic National Convention in 2016.

Achieved Emergency Management Accreditation Program (EMAP) accreditation in 2015.

2014

- Tested family assistance services and mass fatality plans with three exercises

2015

- Amtrak 188 response and family assistance plan activation
- EMAP accreditation
- World Meeting of Families and visit of Pope Francis National Special Security Event

2016

- Winter Storm Jonas Presidential Disaster Declaration
- Democratic National Convention National Special Security Event

Support to the Democratic National Convention (DNC)

National Special Security Event (NSSE)

In support of the Philadelphia Police Department, OEM served in a coordinating role for the City's second NSSE in 10 months. OEM led interagency planning and coordination, as NSSE's require extensive planning with a multitude of stakeholders at the local, state, and federal level.

Planning

Unlike the 2015 World Meeting of Families, the DNC impacted a smaller geographic area primarily around the Sports Complex. The Secret Service planning efforts focused on the NSSE footprint, leaving the day-to-day management of the rest of the City solely under local jurisdiction. Based on special event management lessons learned, OEM identified potential cascading effects such as transit disruptions or road closures that could disrupt City operations. OEM then developed strategies to ensure City government maintained normal city operations through the duration of the DNC. OEM staff participated in numerous planning subcommittees and produced a comprehensive incident action plan. OEM identified over 400 events and planning items, tracked and mapped for situational awareness. OEM also assisted the Sports Complex Special Services District with updating their evacuation plan in advance of the DNC, and established a virtual business emergency operations center (V-BEOC) to share information with private-sector partners.

OEM Field Team

Worked 7 straight **17 hr**
days, 119 hrs total

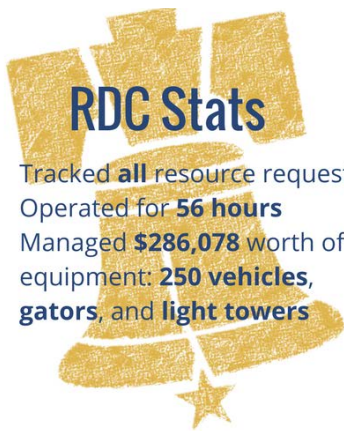
Managed multiple water
drops, **3 misting** locations
and **260 port-a-potties**

It was HOT

The average high temp
was **94 degrees** during a
7 day heat wave with
temps above 90 degrees
from July 22-28

Incident Coordination

The DNC was the longest Emergency Operations Center (EOC) activation in OEM's history, topping out at 200 consecutive hours with 41 representatives from 33 agencies. During the DNC activation, the EOC delivered emergency alerts and crisis communications during two severe weather systems including an evacuation of FDR Park with shelter-in-place instructions in coordination with the EOC Public Information Officer.



RDC Stats

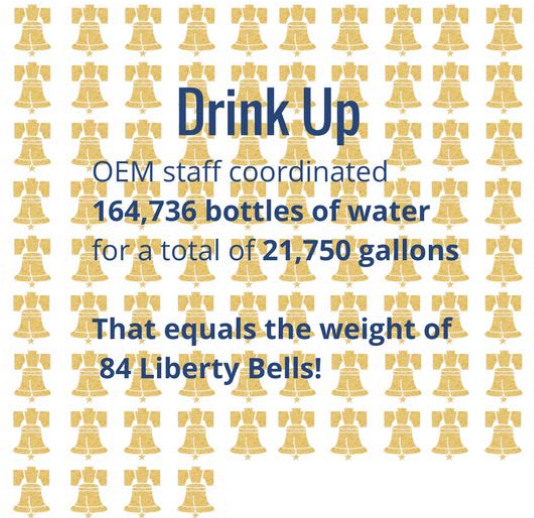
Tracked **all** resource requests
Operated for **56 hours**
Managed **\$286,078** worth of
equipment: **250 vehicles,**
gators, and light towers

Fleet, Salvation Army, Water, Parks, and MDO-Special Events.

OEM logistics provided support to the public by maintaining misting tents and port-a-potties, and delivering daily water supplies to public safety personnel and private citizens along South Broad and within FDR Park. The water and cooling operations managed by OEM contributed to lower than expected EMS field contacts from heat related illnesses.

Logistics

OEM's logistics team leveraged lessons learned and best practices from 2015's World Meeting of Families, specifically the success of establishing a Receiving and Distribution Center (RDC) to assign and track all resource requests. OEM established and managed the DNC RDC with operational support from



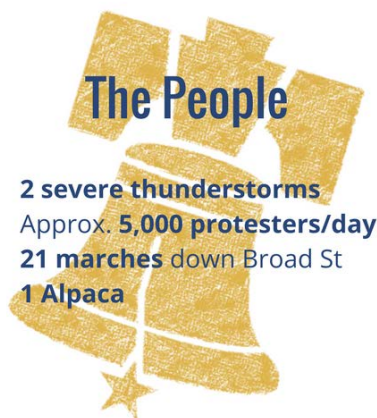
Drink Up

OEM staff coordinated
164,736 bottles of water
for a total of **21,750 gallons**

**That equals the weight of
84 Liberty Bells!**

Joint Information Center (JIC)

Working with federal partners, OEM established a Joint Information Center (JIC) to manage media requests and ensure all public information was vetted through the EOC's Public Information Officer (PIO). OEM also coordinated with city departments to develop and distribute FAQs focused on continuity of city services and resources to support residents and businesses. During the DNC, the JIC leveraged digital tools to support public information through responsive social media, real-time website updates, daily media briefings, and the ReadyDNC daily digest. The EOC PIO utilized ReadyPhiladelphia to deliver the ReadyDNC to all users via email with relevant weather, public safety, and transportation updates; along with preparedness tips and public events to encourage civic participation.



The People

2 severe thunderstorms
Approx. **5,000 protesters/day**
21 marches down Broad St
1 Alpaca





Regional Integration Center

5th anniversary

Standing up the Regional Integration Center (RIC) in 2011 was a game-changer. The capabilities added with the RIC enhanced and improved Philadelphia emergency management, and fuel OEM's success and growth. The RIC ensures OEM and City leadership maintain citywide situational awareness 24/7/365 with real-time information gathering. Sample sources include fire, police, and airport communication channels; local, national, and social media; partner agency call centers such as American Red Cross, PECO, PGW, Streets, and Water; and the National Weather Service and PennDOT traffic cameras to name a few. OEM now has better information to deploy smarter and better. The RIC is also the lead for severe weather alerts, special event notifications, and public safety incidents such as shelter-in-place or evacuation. The RIC maintains a common operating picture for the City and its leadership via the Daily Situational Awareness Report (DSAR), providing a 24-hour snapshot of previous and upcoming events.

In the KNOW

The RIC sends **3,000 notifications a year** to OEM partner agencies, City leadership, and the healthcare sector

They talk a lot

The RIC communicates **weekly** with **555** partners and sends an average of **133 public messages** through ReadyPhiladelphia per year

They love SNOW

OEM is an **official** National Weather Service snow measure location. RIC Coordinators have **measured snow 27 times** in 2016



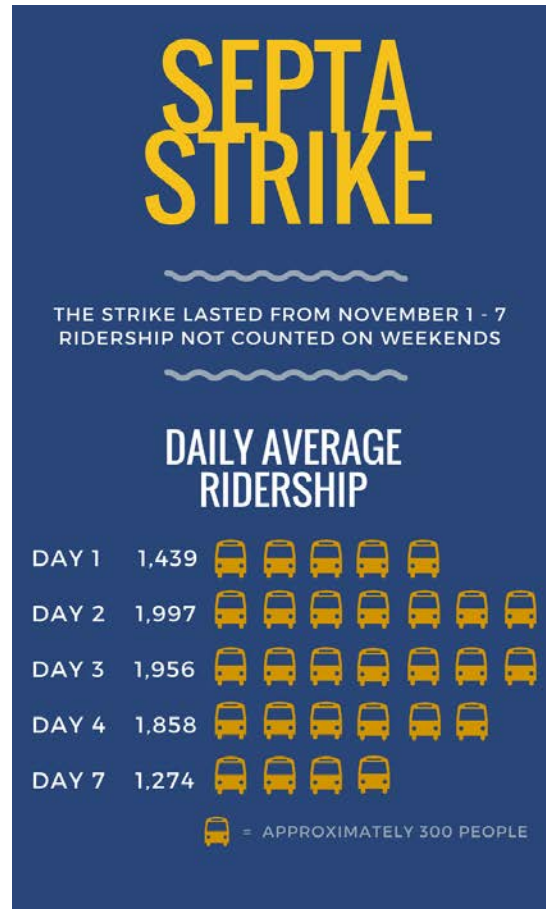
The EOC used social media to provide real time updates. These graphics increased retweets.



SEPTA Strike planning and response

Just when we thought things had calmed down, a transit strike occurred and OEM flexed its continuity-of-government muscles , ensuring that city workers could get to work in early November. OEM operated within a tight timeline of less than two weeks to develop a plan, contract with vendors, identify and train volunteers, and implement a city employee shuttle operation. The EOC was activated on November 1 to support strike-related activities. The two primary functions of the EOC were coordinating shuttle logistics, and strike related public information via social media.

Over the course of the strike, the shuttle system moved 8,524 City employees. OEM managed overall operations, but could not have executed our plan without support from other City departments including Fleet, CLIP, Police, Fire, and SERVE.



OEM's Planning Division *leads citywide efforts to develop strategies that address the risks posed by natural disasters, accidents, and human-caused incidents.*

Planning Highlights



Enhanced disaster mass care and sheltering plan

In 2016, OEM updated the Citywide Mass Care and Shelter Plan, and conducted a series of exercises to test it. The exercises consisted of three components: 1) a focused workshop with 40 stakeholders, 2) a full-scale shelter exercise to test the capacity of partners to deploy the necessary personnel and equipment to 10 shelters, and 3) a tabletop exercise to solve policy issues identified from the workshop and full-scale exercise. The full-scale exercise was the largest one in the history of OEM with 13 locations in-play across the City. Over 200 people participated at various locations across the City, including at 10 shelters, OEM's warehouse and Logistics Center, and the City's EOC. More than 80 people donated their time to play the role of evacuees, and nearly a dozen volunteers from the Salvation Army served 290 meals at shelters. The Philadelphia Medical Reserve Corps and the American Red Cross staffed the shelters with nearly 100 volunteers to assist those who were displaced. The outcomes of this series included plan revisions, development of an interagency shelter training program for 2017, and improvements in OEM's notification and staff deployment processes.



Enhanced the Citywide Hazard Mitigation Plan

By maintaining an approved Hazard Mitigation Plan, the City qualifies for post-disaster funding through FEMA's Hazard Mitigation Grant Program. Philadelphia's intergovernmental hazard mitigation program ensures the City has approved projects that can be funded if a federally declared disaster impacts Philadelphia.

Over the past year, OEM led a comprehensive update of the plan in coordination with multiple city departments. The 2017 Hazard Mitigation Plan update includes newly added human-caused hazards, enhanced hazard analyses, and increased public outreach tools. The objective of this work is to help meet the goal of a prepared and resilient City.

Improved City disaster response cost tracking to potentially recoup nearly \$7 million from Winter Storm Jonas

Winter Storm Jonas was designated a Presidentially Declared Disaster, which qualified the City for reimbursement consideration through the FEMA Public Assistance grant program. As a result, OEM activated its Public Assistance Plan, and assisted 8 City departments and 10 private non-profits as they navigated the FEMA grant program. The process included a preliminary damage assessment, participation in PEMA and FEMA's kickoff meetings, and developing Project Worksheets. City agencies vastly improved their tracking processes since the most recent Public Assistance funding opportunities from Hurricane Irene and Superstorm Sandy, and increased their cost submissions. In total, City departments submitted over \$7 million in eligible costs incurred for labor, equipment, materials, and contracts over the storm's 48 hour period.

HAZARD MITIGATION SURVEY

Do you have:

an emergency plan in place for you and your family?
(454 responses)

YES
52%



NO
67%

an emergency kit with water, medications, and food for your family for three days?
(454 responses)

How confident

are you that you and your family are prepared for a disaster?



very confident
10%

Seriously, they write a lot

Finalized 3 new plans:

Steam Disruptions

Blasting Operations

Healthcare Evacuations

Innovative PRACTICES

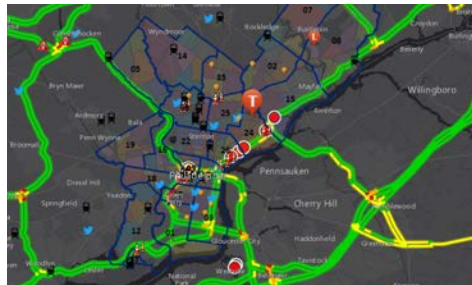
ACCESS & FUNCTIONAL NEEDS PANEL

OEM launched the Access and Functional Needs (AFN) Advisory Panel comprised of subject matter experts to provide a forum for city agencies to receive community feedback for City plans, policies, and procedures. In 2016 the AFN panel reviewed 3 response plans along with OEM's community outreach materials.



GEOGRAPHIC INFO SYSTEM

OEM leveraged GIS technology to increase situational awareness across public safety by migrating from one GIS application to a multiple mission focused tool – CityView. CityView combined several layers of geospatial data on buildings, infrastructure, public safety incident feeds, etc., providing a holistic view of real-time city-wide conditions.



VIRTUAL BUSINESS EOC (VBEOC)

Since 90% of all critical infrastructure is privately owned in Philadelphia, maintaining a dialogue with industry partners during incidents is essential to ensuring any disruption to the economic engine of the city is minimized. The VBEOC provides a way to share incident information and receive business partner updates virtually.



OEM FELLOWS

The fellowship program allows OEM to increase program capacity while providing hands on emergency management experience, such as field response or an EOC activation, to current and recently graduated students. The fellowship program is a valuable resource for OEM, and many of our fellows find employment within the field.



CROSS TRAINING

To maintain a high level of competency as emergency managers, OEM staff participate in a bi-weekly "Training Tuesday". These sessions focus on practical skill development such as shelter management, trailering, and light tower and warehouse operations. In addition, 6 plans were reviewed and 3 special event briefings.



Convene external stakeholders *to share lessons learned*

OEM planners maintain three stakeholder groups of local partners that meet regularly to share lessons learned, promote process improvements, review recent emergency responses or planned events, develop plans, and identify corrective actions.



The **Mass Care Stakeholders Group** meets monthly to review field responses and includes American Red Cross, Red Paw, Salvation Army, School District, Public Health, Office of Homeless Services, and Department of Behavioral Health and Intellectual disabilities.

The **Infrastructure Steering Committee** meets quarterly to enhance interagency coordination across departments. In 2016, the steering committee focused on improving information sharing and field response to underground fires and explosions. Some of the agencies represented on the steering committee are Fire, Police, Water, Streets, SEPTA, PECO, PGW, and Veolia.

The **Flood Risk Management Task Force (FRMTF)** created by city charter and currently chaired by OEM meets bi-monthly to develop interagency strategies to mitigate flooding in Philadelphia. FRMTF coordinated the city's first Community Assistance Visit with FEMA and led an intergovernmental gauge project that will improve flood predictability in flood-prone areas. The FRMTF has active participation from Water, Sustainability, Planning, L&I, Streets, PPR and others.

2016 CONFERENCE OFFERINGS

Regional Disaster Recovery Conference

Highlighting best practices and examined NYC recovery efforts, and lessons learned from Superstorm Sandy and Hurricane Katrina. 100 participants from 5 local counties attended.

Personal Care Home Conference

Bringing together personal care home directors and staff to discuss state guidelines, best planning practices, and business continuity.

Healthcare Conference

Sharing an overview of finalized healthcare related plans with OEM partners in the hospital and long-term health care community. Covered were: Mass Casualty, Healthcare Evacuation, and Steam Disruption plans.

Public Alerting Conference

Hosting Social Media Managers and PIOs discussing how to reach audiences during critical times, including discussion of strategies and analytics.

OEM's Operations Division *develops and applies technical infrastructure, systems, processes, and equipment to advance OEM's preparedness mission.*

Operations Highlights

Increased IT resiliency and infrastructure

This year, OEM IT staff focused on system upgrades and eliminating security vulnerabilities. Staff also built-in better backup tools, shifting computer infrastructure to virtual servers. Not only did this reduce cost, but it eliminated single-points-of failure, allowing the office the ability to switch over to another system if there was an interruption.

OEM IT also ensured smooth technical operation during all City EOC activations, where significant surges in computer and technology use occurred. In addition, staff made substantial software and equipment upgrades to the EOC, including higher capacity WiFi for liaisons that bring specialized computers.

Expanded logistics program through process improvements and procurement

OEM's logistics program continues to expand and develop policies and procedures to ensure the office is ready to address localized emergencies with City resources or request outside support through the State Emergency Operations Center. A key step was developing and finalizing the OEM Resource Catalog. This catalog details all locally available deployable equipment with directions on how to mobilize and use each asset. This catalog has been shared with partner agencies to ensure full visibility of at-hand resources.

Additionally, OEM purchased new equipment in 2016 to further our incident support mission. Every new piece of equipment undergoes a rigorous documentation and deployment process too ensure the efficient and effective use of emergency resources. See below for more on notable items procured in 2016.

1 Dump truck

Able to tow the 240kw generator, trailer and 300 gallons of fuel. Bessie can tow 26,900 lbs of gear efficiently.

2 240kw Generators

Able to power a critical system during a large scale outage, enabling residents to shelter in place.

1 Camera Trailer

Used primarily to support Police Department operations during special events to monitor traffic and crowd congestion. OEM now has a total of 3 camera trailers.

5 Cargo Trailers

Mass Care and Shelter cargo trailers containing durable medical equipment, animal supplies, and shelter management equipment. Now 5 emergency shelters can be opened simultaneously.

Enhanced Special Event Planning

Since 2011, OEM's role in coordinating public safety special event planning has grown. This year, OEM's Homeland Security Program developed a Philadelphia specific version of the U.S. Department of Homeland Security's Special Event Assessment Rating (SEAR) tool. The SEAR tool evaluates special event details, like crowd size and event timing, to identify potential risk factors that departments can work to reduce, such as increasing cooling tents during outdoor events in the summer. The SEAR tool combines the experience of seasoned public safety officials with lessons learned from previous operations. The SEAR process has become a valued decision support tool for the City's public safety planning efforts for special events.



COMMAND POST 1 DEPLOYMENTS

JANUARY

Mummers Parade

MARCH

Blumberg Implosion

APRIL

- Villanova Parade
- International Festival of the Arts (PIFA)

MAY

Broad Street Run

JUNE

- International Cycling Classic
- ODUNDE Festival

JULY

Democratic National Convention

SEPTEMBER

Made in America Festival

NOVEMBER

- Veterans Day Parade
- Hillary Clinton Rally
- Philadelphia Marathon



OEM's Public Affairs Division is working to increase public awareness of emergency preparedness, response, and recovery.

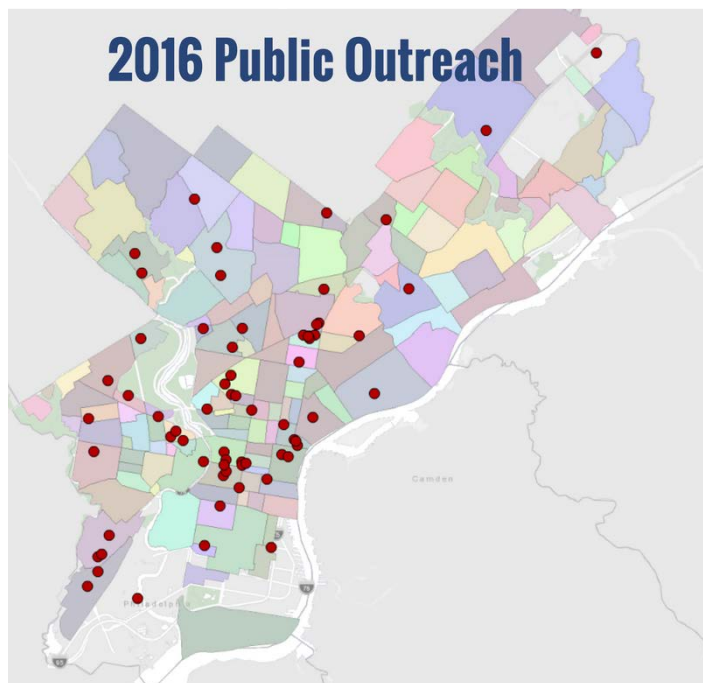
Public Affairs Highlights



Focusing on the “public” in public safety

OEM renamed its external facing division “public affairs” and created 3 distinct outreach programs under the *Ready, Or Not?* umbrella:

READYHome customized personal and family preparedness workshops
READYBusiness business continuity workshops to prepare small to mid-sized businesses and nonprofits
READYCommunity highly localized multi-engagement community driven emergency preparedness program



2016 COMMUNITY OUTREACH

OEM presented

45

workshops

&

15

table events

meeting

3,713

of our neighbors

Leveraged our new video equipment to increase and expand outreach

OEM launched “Part of the Plan”, a video series that highlights OEM’s plans, and features information most relevant to the public. The videos explain technical and operational plans, and how the City puts them into action. We also developed web based tools and used social media to promote emergency preparedness. Our digital marketing strategy coordinated all OEM social media and web updates to broaden our reach.

Launched READYCommunity emergency preparedness program

READYCommunity programming recognizes that Philadelphia is a city of neighborhoods. Communities that plan and prepare together will more quickly recover post disaster. That’s why this year we launched READYCommunity, a program that addresses preparedness on a neighborhood level.

OEM supports READYCommunities by organizing kick-off events and community meetings, providing go bag resources, consulting on community plans, and helping to assemble a community READYTeam to implement plans. OEM launched three READYCommunities this year: READYMantua, READYPoweltonVillage, and READYEastParkside. Up next is READYBelmont and READYEastwick.



Red Cross House recognized during 2016 National Volunteer Month

REACHING OUR NEIGHBORS

Video

7 videos produced in-house, including: DNC, Welcome America, and Part of the Plan

Viewed on YouTube and phila.gov

3K times

Twitter

20.1K followers
with
2.866 million
impressions

www.phila.gov/ready

Published **70** original articles
written for outreach and awareness to the public

ReadyPhiladelphia

Enrollment increased by **43%**
to climb to **22K**

Facebook

132K

People reached with info about community preparedness and our new READYCommunity program

Employee Recognition

10+ years of service

Ricky Stechmann IT Coordinator, January 2004

5+ years of service

Paul Bruno RIC Program Manager, March 2007

Rob Keehfuss EOC Program Manager, March 2007

Sam Phillips OEM Director, June 2007

Derek Ziegler Deputy Director Planning, September 2008

Noelle Foizen Deputy Director Public Affairs, May 2011

Dan Bradley Deputy Director Operations, May 2011

Lynn Fisher Community Preparedness Program Manager, September 2011

2016-2017 Americorps VISTA: Samantha Clements

2016-2017 Big City Emergency Manager Emerging Leader: Brian Wells

Urban Area Security Initiatives (UASI) Conference Presentations:

World Meeting of Families Logistics Lessons Learned Andrew Dahl

Family Assistance and the Train Derailment Noelle Foizen



Our sincerest thanks to Visit Philly and OEM staff for photographs.

A yellow arrow pointing to the right, with a white outline, set against a dark blue background.

2016 Annual Report

Philadelphia Office of Emergency Management