



City of Philadelphia

Office of Emergency Management



2012-2014 Accomplishments

Front Cover Photo Credit:

Parks and Recreation
City of Philadelphia



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City of Philadelphia Officials

MICHAEL A. NUTTER
Mayor

EVERETT A. GILLISON, ESQ.
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
Deputy Managing Director

ERIK IVERSON
Deputy Director of Planning

JOHN-PAUL BRUNO
Deputy Director of Operations

JOAN PRZYBYLOWICZ
Deputy Director of External Affairs



A Message from the Director



Dear Colleagues,

Following Hurricane Katrina in 2005, the City of Philadelphia conducted an extensive assessment of its preparedness. Subject matter experts from a variety of disciplines established a roadmap for making Philadelphia more prepared, better able to respond and recover, and more resilient. Since that effort was completed, the Office of Emergency Management has been working to implement over 200 recommendations put forth by the Emergency Preparedness Review Committee.

In 2015, I proudly share that OEM, in conjunction with many partner agencies, has made tremendous strides towards making our city more prepared and disaster-resilient. We have tackled complex planning initiatives, focused on improving and testing the operational integrity of our plans, significantly enhanced our operational tools, and have a robust, multi-lingual preparedness program for the citizens and visitors of our great city. This biennial report provides an overview of our work.

A day in the life of an emergency manager is unpredictable. Our team might have planned to do one thing, but our days can, and often, change instantaneously. Sometimes the days begin very early and they often don't end on schedule. OEM is comprised of a group of highly dedicated public servants who often put their personal lives second to their work for the City of Philadelphia.

2015 will be a significant year for OEM. We have aggressive goals for the final year of Mayor Nutter's administration including the development of new programs, national accreditation, and preparing for the prestigious World Meeting of Families and associated Papal visit. We have incredible partners both here in Philadelphia and around the nation. These relationships are invaluable to us and help us fulfill our mission.

Thank you for your partnership.

Sincerely,

SAMANTHA PHILLIPS
Director



Jane Whitehouse/OHCD
City of Philadelphia



Jane Whitehouse/OHCD
City of Philadelphia



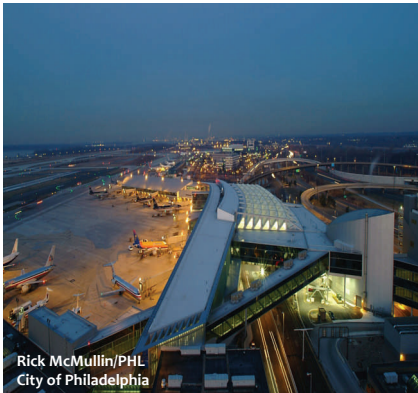
Jane Whitehouse/OHCD
City of Philadelphia

About Philadelphia

Getting to know us . . .

Philadelphia is a vibrant city, blending history with innovation and culture with commerce in 142.6 square miles. The city, which lies 100 miles south of New York City and 133 miles north of Washington D.C., is the fourth largest urban area in the United States, with a population of 1.54 million people. There are countless attractions including museums, historical sights, shopping, sports and conventions, diverse neighborhoods and communities in Philadelphia, and it has the third most populous downtown in the U.S.

An expansive highway and transportation grid helps make Philadelphia the thirteenth most visited city in the nation and the fastest growing destination for international travelers. Transportation in the Philadelphia region consists of a vital network of highways and rail service, such as I-95 and I-76 with convenient access to the Pennsylvania and New Jersey turnpikes. Amtrak's 30th Street Station, the third busiest Amtrak station, is a major East Coast hub that provides train service along the Northeast corridor serving Boston, New York, Baltimore, and Washington, D.C. The Southeastern Pennsylvania Transportation Authority (SEPTA) is the sixth largest public transportation system in the U.S. consisting of buses, trolleys, two subway systems, and regional railways; and the Port Authority Transit Corporation (PATCO) rail service easily connects southern New Jersey with Philadelphia over the Benjamin Franklin Bridge. Philadelphia International Airport, located about seven miles from Center City, is a base for almost 30 air carriers that offer 700 daily nonstop flights to more than 120 domestic and international cities, and accommodates approximately 30.8 million passengers a year.



Rick McMullin/PHL
City of Philadelphia

Philadelphia is home to the largest freshwater port in the U. S. The Delaware River Port Complex generates \$19 billion in annual economic activity. Other important industries for the city include manufacturing, oil refining, oil and gas pipelines, food processing and food distribution, health care, biotechnology, and financial services.

Philadelphia is an academic city and the largest college town in the U. S. The five-county region (Philadelphia, Bucks, Chester, Delaware, and Montgomery) is home to nearly 50 colleges and universities. This amounts to the second largest concentration of students on the East Coast with over 120,000 college students living in the city each year. The Philadelphia region is also a leader in Life Science research and development.



Water Department
City of Philadelphia



Of course, Philadelphia has a rich history. It is the location where America's founders signed the Declaration of Independence and drafted the Constitution. The nation's first hospital, first zoo, and first fire department are all in Philadelphia. Historical sites such as Independence National Historical Park with Independence Hall and the Liberty Bell Center and the Betsy Ross House are all here, too.

The city is also home to many museums including the National Constitution Center, Mutter Museum, Academy of Natural Science, Philadelphia Museum of Art, one of the largest art museums in the United States, and the famous science museum, The Franklin Institute.

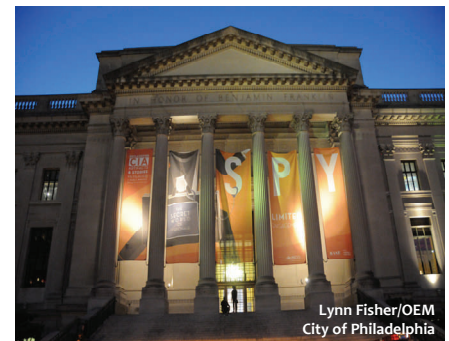
The federal government has a strong presence here, as well. The East Coast operations of the United States Mint and the Federal Reserve Bank's Philadelphia Division are near the historic district. The U.S. District Court for the Eastern District of Pennsylvania and the U.S. Court of Appeals for the Third Circuit are blocks away from Independence Hall. FEMA Region 3 and the U.S. Environmental Protection Agency Region 3 (Mid-Atlantic) have offices here, too.

The city offers many other attractions including Fairmount Park, the world's largest landscaped urban park with 9,200 acres. The city's neighborhoods are greener by 63 recreational parks. Philadelphia is a collection of wonderful and diverse neighborhoods, including Old City, Society Hill, the Italian Market and Chinatown to name a few.

With five major-league teams for football, baseball, hockey, basketball, and soccer, there are plenty of sports activities to please just about anyone. Philadelphia also boasts new and exciting sporting complexes such as Lincoln Financial Field, Citizens Bank Park, and Wells Fargo Center.

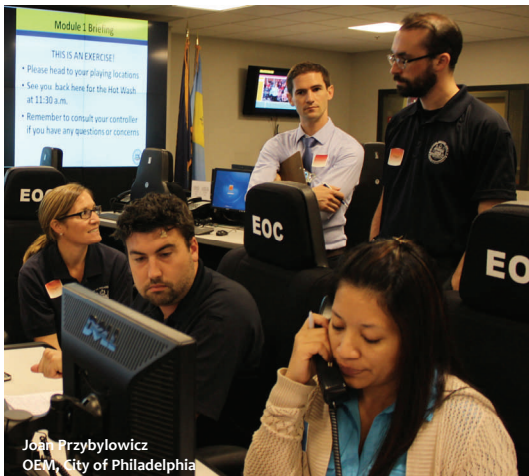
Philadelphia is a frequent host to many special events and conferences. The Pennsylvania Convention Center, one of the largest centers in the Northeast, is right here and welcomes thousands of visitors annually. Philadelphia hosts some of the best special events — New Year's Day Mummers Parade, Philadelphia International Flower Show, Dad Vail Regatta on the Schuylkill River, Philadelphia Museum of Art Craft Show and Welcome America! Independence Day festivities.

While many recognize our city as the birthplace of our nation, Philadelphia successfully blends tradition with technology making it an exciting place to live, work, and visit.





OEM
City of Philadelphia



Our Mission

Ensuring Philadelphia's readiness. . .

The Philadelphia Office of Emergency Management is responsible for ensuring the readiness of the City of Philadelphia for any kind of emergency. We do this through an integrated and collaborative strategy which includes educating the public on how to prepare for emergencies, working with organizations throughout the city to prepare emergency contingencies, mitigating the impact of emergencies, and enabling the city to recover from emergencies as quickly as possible.

Accomplishing our mission. . .

The Director for Emergency Management for the City of Philadelphia is responsible for overseeing and leading the Office of Emergency Management (OEM). Appointed by Mayor Michael Nutter in June 2012, Emergency Management Director Samantha Phillips has reorganized the agency to improve OEM's capacity, invigorating a renewed focus on our agency's strategic planning endeavors, and concentrating on the operational integrity and execution of citywide planning activities.

The Office of Emergency Management is organized into four divisions: Planning, Operations, Finance and Administration, and External Affairs.

To carry out our mission, the Office of Emergency Management engages a highly dedicated and talented group of professionals, who:

- Oversee development of the City's plans for large-scale emergencies and disasters;
- Conduct training and exercises to evaluate the effectiveness of our plans and policies;
- Collect, analyze, and disseminate incident information;
- Coordinate and support responses to and recovery from emergencies;
- Educate the public on preparedness; and
- Obtain the necessary funding in support of preparedness for Philadelphia.



Planning Division

Improving Philadelphia's safety, security and resiliency. . .

OEM'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, and neighborhood and citywide evacuations. Some of their other projects include debris management, resource recovery, and evaluating public schools for use as emergency shelters.

Health and Human Services

Family Assistance Services

Staff ensures that family and friends of those affected by an emergency are provided services in a compassionate and coordinated manner.



HAZARDOUS MATERIALS PLAN

The Health and Human Services planning team completed a major revision to the Hazardous Materials Plan. Among other things, this update better positions the City to execute a coordinated response to major hazardous material releases and facilitates joint operations among law enforcement and Philadelphia Fire Department personnel conducting hazardous materials screening and monitoring activities at special events. Further refinements include the development of a Hazardous Materials Railway Annex focused on response to a train derailment.

MASS FATALITY AND FAMILY ASSISTANCE SERVICES Plans

During 2014, Health and Human Services planners also completed two new plans: the Mass Fatality Plan and the Family Assistance Services Plan. The Mass Fatality Plan details how the City will scale-up its operations in the event of a serious incident resulting in a large number of fatalities. In recognition of the fact that a tragedy's victims include others beyond those who are injured and killed, the Family Assistance Services Plan describes how City agencies and non-governmental organizations will provide for the needs of family and friends of those affected by an incident in a compassionate and coordinated manner.



MASS CARE PLAN

Currently, OEM is leading a major revision to its Mass Care Plan, which details how the City provides shelter, food, and basic services to those in need in the aftermath of an emergency. This revision will further improve the accessibility of the City's shelter system to those with access and functional needs and enhance the scalability of the plan.

SHELTER PRIORITIZATION PROGRAM

A recent project led by OEM Planners is the Shelter Prioritization Program. With the aid of this program, OEM staff can quickly determine the most ideal locations to shelter residents when an incident, such as a fire, impacts a large apartment complex, or when a major storm threatens the city and residents who live in flood prone areas are asked to evacuate.

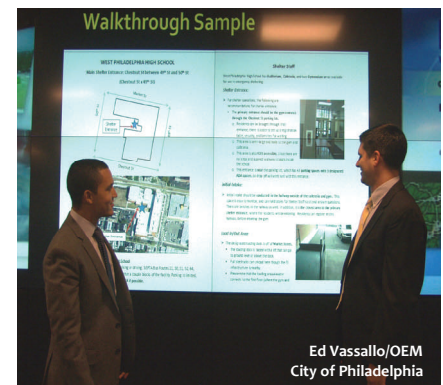
The Shelter Prioritization Program ranks the most suitable public schools by their capability to be converted into emergency shelters for the public and their pets. A number of variables determine how facilities are ranked.

OEM Planners, along with the School District of Philadelphia and other partner agencies, walked through more than 80 public schools gathering information to aid them in selecting schools for future sheltering operations. During the walkthroughs, they assessed the suitability of each school for various incidents such as flooding, snow and cold weather events, power outages, neighborhood fires, and citywide events.

They recorded the proximity of each school to major roadways, and its accessibility to accommodate and support individuals with functional and access needs, available parking, information and redundancy of the utility systems, and backup power sources. They also looked at each school's communal space for setting up cots, separate areas to shelter animals, suitable restrooms, kitchen facilities, and loading docks to quickly deliver shelter supplies to the facility. OEM staff carefully ranked all of these factors to determine the most ideal facilities for various incidents.

Prioritizing Shelters

No matter where an incident occurs, OEM staff quickly find a suitable school to set up a shelter for residents and pets displaced by emergencies.



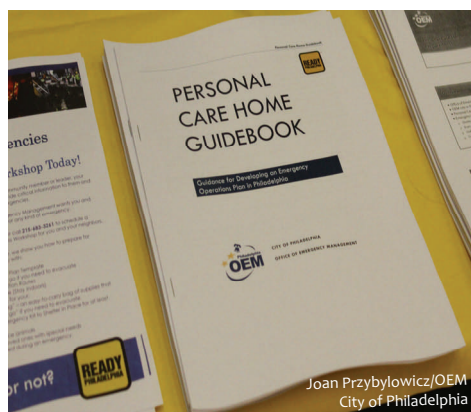


HEALTHCARE FACILITY PREPAREDNESS PROGRAM

Promoting resiliency within healthcare facilities. . .

OEM's Healthcare Facility Preparedness Program promotes increased resiliency within Philadelphia's hospitals, long-term care and dialysis facilities. Using this program, OEM staff can easily identify facility liaisons and provide them with targeted educational outreach and situational awareness information. They also now have the ability to collect emergency operations plans for these facilities and make them available to first responders through the Public Safety Situational Awareness Portal, thus improving the operational utility of the plan and ensuring that critical information is provided to first responders.

OEM Planners developed Emergency Operations Plan guidebooks for Philadelphia nursing homes and personal care homes. These guidebooks assist the facilities when developing their own emergency operations plans. In the guides, Planners compiled state and local regulations from partner agencies such as the Pennsylvania Department of Public Welfare, Pennsylvania Department of Health, Hospital and Healthsystem Association of Pennsylvania, Philadelphia Fire Department, Philadelphia Department of Public Health, and Philadelphia Licenses & Inspections. Representatives from these agencies served as panelists during three emergency preparedness seminars for personal care homes coordinated by OEM staff in 2013 and 2014.



Hospital Preparedness Guidebook

In addition to a guide for personal care homes, OEM Planning staff coordinated the development of an emergency preparedness guidebook for hospitals. This guidebook provides helpful information to Philadelphia hospitals on how to coordinate with staff from OEM, the Philadelphia Department of Public Health and other city agencies before, during, and after emergencies.

Dialysis Provider Workshop

OEM Planners worked with more than 50 dialysis and transportation providers to develop a workshop for severe weather dialysis coordination. During the workshop, participants learned how OEM will coordinate with providers during severe weather events that affect normal dialysis operations. Participants agreed that some of the workshop highlights were getting to know the key players and a better understanding of the process prior to a disaster.



FIELD RESPONSE GUIDEBOOK

Supporting the efforts of Incident Commander and responding agencies. . .

In addition to their daily duties, OEM staff members serve on rotating Field Response Teams. These teams respond around the clock during multiple alarm fires, large water main breaks, gas leaks, and other incidents.

OEM Planners recently developed a comprehensive Field Response Guidebook for deploying and demobilizing Field Response Teams.

The easy-to-use guidebook includes instructions for:

- **ON SCENE RESPONSE**
A step by step process from incident monitoring to closeout activities;
- **TACTICAL GUIDES**
Operationally focused guidance to support deployment; and
- **SUPPLEMENTAL INFORMATION**
Reference material to assist with situational awareness.

This new guidebook consolidates all relevant on scene response, health and human services, equipment, and emergency communication policies and procedures into a cohesive resource that is used to increase effectiveness and build agency response capacity.

How OEM Staff Adds Value at an Incident

Incident Command Post Support

- *Serving as Liaison in Incident Command Structure.*
- *Ensuring needed agencies are present and accessible to individuals in charge.*

Interagency Coordination

- *Coordinating activities to minimize duplication of effort and prioritize response.*

Information Sharing

- *Providing a common operating picture.*
- *Coordinating on-scene interagency meetings.*
- *Preparing situation reports, providing updates to city officials and relevant agencies, overseeing necessary public notifications.*

Resource Requests

- *Obtaining and expediting resources to support response and recovery operations.*
- *Coordinating any unmet needs.*



Infrastructure and Recovery

PROMOTING RECOVERY

OEM is also working on multiple projects to improve the ability of City departments, agencies, and eligible non-profits to access federal disaster funding, such as public assistance, in the aftermath of extraordinary events, such as Hurricane Sandy.

OEM works closely with the Pennsylvania Emergency Management Agency and the Federal Emergency Management Agency to streamline this process and help agencies and non-profits recover from taxing response and recovery operations.

During 2012, OEM Planners worked with more than 40 agencies and private non-profits documenting costs incurred responding to Hurricane Sandy. Their efforts led to a Public Assistance Declaration on February 14, 2013, allowing agencies to recoup allowable expenses. Reimbursement efforts remain ongoing through project closeouts.

Hurricane Sandy Public Assistance

Thanks to the efforts of OEM Planners, City agencies, alone, will be reimbursed at least \$1.5 million in Public Assistance related to Hurricane Sandy.

EMERGENCY POWER ASSESSMENT STUDY

OEM's Planning Division coordinated with the U.S. Army Corps of Engineers and a local contractor to collect temporary emergency generator needs for more than 400 municipal and privately owned critical facilities in the city. Using this information, OEM can expedite requests, deliveries, and the installation of temporary emergency generators needed during an incident.





PLANNING FOR COASTAL STORMS AND WINTER WEATHER

The Infrastructure and Recovery Team led revisions for two of OEM's hazard-based plans for Severe Weather and Winter Weather. These plans serve as the City's "play books" for coastal storms during the warmer months and major snow and ice events during winter. These documents help to synchronize interagency preparations for, response to, and recovery from hazardous weather events and describe everything from storm drain cleaning to activating the City's Emergency Operations Center.

The Severe Weather Plan was adapted from OEM's Emergency Flood Response Plan. The enhanced Severe Weather Plan is now scoped to describe preparation, response, and recovery efforts for events ranging from springtime thunderstorms to late fall hurricanes. After careful assessment, OEM planners incorporated a more nuanced examination of flood and wind hazards; tactical evacuation shelter procedures; and additional details about damage assessment, debris removal, and utility restoration within the Severe Weather Plan.

DAMAGE ASSESSMENT AND DEBRIS REMOVAL PLANS

OEM completed two entirely new plans in 2014: the Damage Assessment Plan and the Debris Management Plan. The Damage Assessment Plan establishes a process to rapidly survey damage to buildings and other infrastructure in the immediate aftermath of a major event, such as a hurricane. This plan coordinates the activities of many agencies to collect information in a standardize way, promote citywide situational awareness, and accelerate the initiation of focused assessment and response and recovery operations.





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Rick McMullin/PHL
City of Philadelphia

Homeland Security

THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT

The OEM Homeland Security Program led a major regional effort to evaluate the threats and hazards confronting the region and the capabilities that local and state government agencies have to address these risks. This work led to the completion of the Southeastern Pennsylvania 2014 Threat and Hazard Identification and Risk Assessment (THIRA) and an associated strategy document, which will help inform resourcing decisions and guide planning activities for years to come.

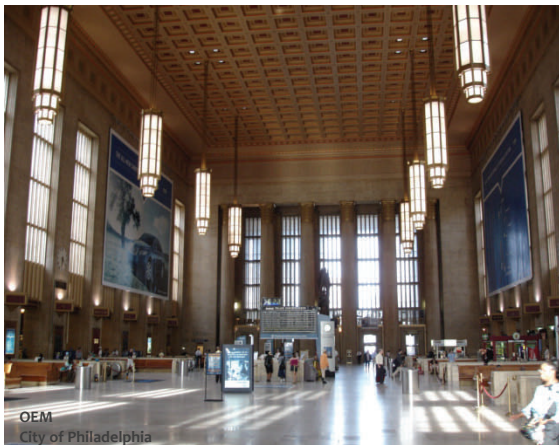
CRITICAL INFRASTRUCTURE PROTECTION

OEM's Homeland Security Program continues to expand City government's capacity to identify, understand, and better protect critical infrastructure within the region.

OEM, in cooperation with law enforcement partners and the U.S. Department of Homeland Security, has assessed hundreds of assets and conducted on-site inspections at a number of high-profile City buildings and at the invitation of certain non-profit and private sector entities.

Ongoing projects are designed to increase the ability of the City to calibrate municipal building security postures to threat conditions.

The completed assessments were demonstrated and distributed to the local police districts and fire stations. Based on the positive feedback from the first responders, OEM is now in the process of procuring this technology, which will be used by city public safety agencies.



OEM
City of Philadelphia



QUADPLEX COMPUTER BASED ASSESSMENT TOOL

In partnership with the U.S. Department of Homeland Security (DHS), OEM Planners coordinated the documentation of the City's core governmental buildings including City Hall, the Municipal Services Building, One Parkway, and the Criminal Justice Center.

Over the course of a week, DHS and Philadelphia public safety representatives recorded the interiors of sensitive, critical, ceremonial, and public areas using panoramic photography. Next, they combined these images with detailed floor plans and other supporting documents into the DHS's Computer Based Assessment Tool. This tool creates a virtual building dashboard that allows Philadelphia police and fire personnel to understand quickly the complex interiors of these structures in order to mount a more effective response during emergencies.

ASSET CLASSIFICATION AND ASSESSMENT PROGRAM

Tasked with nominating and accounting for public and private essential facilities and assets, OEM Planning staff developed Philadelphia's Asset Classification and Assessment Program. This program serves as the foundation for the critical infrastructure protection program.

To achieve this, OEM Planners created policies and procedures for identifying, ranking, and assessing the buildings, businesses, and structures that enable the daily operation and well-being of the city. They specifically designed an interoperable program that is complementary to the infrastructure protection efforts of the U.S. Department of Homeland Security and the Commonwealth of Pennsylvania.

Their overarching goal is establishing information sharing partnerships with critical infrastructure operators. These enhanced partnerships will increase resiliency and ensure that public safety agencies have the data they need to prevent or mitigate future incidents.





Energy Assurance Planning

Preparation is power. . .

Energy emergencies include a wide range of events that can threaten the health and safety of our population and the continuity of essential services. These emergencies can involve a disruption to the supply of electricity, natural gas, and/or petroleum. The cause of energy emergencies may vary significantly, ranging from supply chain disruptions to damaged critical infrastructure.

The U.S. Department of Energy recently awarded OEM a grant to undertake local energy assurance planning initiatives. Philadelphia was honored to be one of 43 cities that received this grant through the 2009 American Recovery and Reinvestment Act.

Convening key stakeholders. . .

Understanding How Infrastructure is Interconnected

The infrastructure need to produce, transport, and consume electricity, natural gas, and petroleum is highly interconnected.

A disruption in one infrastructure sector is likely to have far-reaching implications on the operation of dependent sectors.

During the past several years, OEM Planning professionals convened key stakeholders from energy utilities that supply electricity, natural gas, and petroleum service to the city. In addition, representatives from Philadelphia departments including Police, Fire, Streets, Water, and Parks and Recreation; the School District of Philadelphia; The Salvation Army, Greater Philadelphia, Emergency Disaster Services; American Red Cross Southeastern Pennsylvania; and others participated in the planning process.

More recently, planners are developing increasingly granular plans focused on electricity and steam service disruptions. These new plans will detail how the City can better share information with utility providers and other key stakeholders and support the needs of critical service providers, such as hospitals, during energy interruptions.



Ed Vassallo, OEM
City of Philadelphia

ENERGY ASSURANCE SEMINARS AND EXERCISE SERIES

Providing candid insight, thoughtful analysis, and valuable recommendations. . .

As part of the planning process, OEM sponsored a series of seminars and exercises associated with the development of the Energy Assurance Plan. During two seminars, participants from various stakeholder agencies were provided an overview of the electrical, natural gas, and petroleum production, transmission, and distribution systems that serve Philadelphia. These participants gained an understanding of response concepts and potential impacts associated with an energy disruption, and impacts of a petroleum supply disruption. During the seminars, they had the opportunity to examine best practices and case studies drawn from other jurisdictions. Thanks to the expertise and real-life experience of these stakeholders, OEM Planning staff developed a comprehensive Energy Assurance Plan that includes four key operational strategies for managing energy emergencies:

PREPARE AND MONITOR

- Actions taken in advance of energy emergencies to ensure readiness to respond.
- On-going preparedness efforts of private industry and public sector agencies through relationship building, planning, training, and exercises.
- Monitoring capabilities of organizations and resources to be used by private industry and public sector agencies to monitor industry news and reports of disruption across the country.

MITIGATION

- Actions taken by private industry and public sector agencies to reduce the impact of future energy emergencies by incorporating renewable energy technologies, emergency generation capacity, energy conservation and efficiency measures, and emerging technologies.

ELECTRICITY, NATURAL GAS, AND PETROLEUM EMERGENCIES

- Initial response actions taken for managing electrical systems, managing natural gas supplies, and petroleum supplies.
- Conservation measures taken to prevent or lessen the impact of a disruption on critical infrastructure and services.
- Response and restoration actions needed to maintain continuity of critical services, and resume normal operations as quickly as possible.

PUBLIC INFORMATION

- Actions taken to provide critical public information, such as safety messages, instructions, and the status of restoration efforts.

Prioritizing Contingency Plans

One tabletop exercise involved an electricity supply disruption based on insights drawn from the energy assurance planning process and seminars.

Exercise participants were encouraged to discuss openly challenges and gaps their agencies would face in response to an electrical supply disruption during a Category 2 hurricane.

During a tabletop exercise for petroleum supply disruption, participants addressed fuel shortage response and prioritization of contingency plans.



Training and Exercises

Strengthening our skills. . .

OEM's Training and Exercises Program ensures that 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.

Training Goals

- *Identifying gaps in our emergency response and recovery, while highlighting the need for additional planning efforts.*
- *Building capabilities and awareness of particular functions and promoting greater information sharing and partnerships with other organizations within and outside of city government.*
- *Testing existing plans and policies and identifying opportunities for improvement.*

TRAINING

As part of OEM's internal training program, employees must complete a set of Basic Training Requirements and attain basic-level certification from the Pennsylvania Emergency Management Agency. These include the completion of online courses developed by FEMA, classroom training focused on the Incident Command System, and other City required training. They must also attend specialized courses focused on OEM plans and procedures, such as managing the Emergency Operations Center when activated or responding to a mass casualty incident.

EXERCISES

In addition to OEM's internal training program, OEM staff develops and coordinates exercise activities that evaluate the effectiveness of emergency management plans and procedures citywide. They do this through a variety of seminars and workshops, as well as tabletop, functional, and full-scale exercises with the City's first responders. OEM partners with key response agencies, such as the Philadelphia Department of Public Health, the Philadelphia Police and Fire departments, and the Philadelphia Division of Aviation, to assist them in their exercise development and evaluation programs, as well.

OEM led the development of a number of major interagency and intergovernmental exercises over the past year, ranging from damage assessment and debris management workshops to active shooter tabletop exercise scenarios at both municipally owned and privately owned high-rise buildings in Center City.

One medical and human services exercise series progressed from mass fatality and family assistance services workshops to tabletop and functional exercises to advance the implementation of recently completed plans. The active shooter tabletop series provided senior-level City officials and private sector leaders with an opportunity to explore the challenges of managing an active shooter incident with a special focus on recovery considerations.



OPERATION EDGE EXERCISES

Keeping responders on edge...

During the past several years, OEM's Training and Exercise staff worked closely with the Philadelphia Police Department's Bomb Disposal Unit, Philadelphia Fire Department, and SEPTA, the local public transit authority, to design and implement two mass casualty exercises involving terrorist attacks in the City's subway system.

Operation Edge, held in June 2012, was a no-notice full-scale exercise. The planning team designed the exercise to be a realistic simulation of the initial response during the first hour of an incident involving explosive devices. A major goal was for players to respond to the incident as closely as they would to an actual emergency when the whole picture is not immediately clear.

During simulated phone calls to Police 9-1-1, dispatchers received mixed messages from the public at street level with reports of a possible earthquake due to the ground shaking, victims on subway cars screaming for help, and SEPTA employees suspecting a possible transformer explosion. First responders had few details and did not realize the extent of the incident until arriving on scene.

The scenario and objectives for Operation Edge 2, held in May 2013, were similar to the first exercise. This time, however, participants were given advanced notice of the exercise. The exercise began with a SEPTA motorman calling in an explosion to SEPTA operations and SEPTA police. Sub-terrain communication was unavailable until the deployment and set up of radio repeaters were completed.

Medical Reserve Corps Volunteers

Approximately 100 Philadelphia Medical Reserve Corps volunteers provided an additional layer of realism serving as victims of the attack who were rescued, triaged, and led to safety by responders.



Ed Vassallo/OEM
City of Philadelphia

Operations Division

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

Emergency Operations Center Dedication

Mayor Michael J. Nutter and Emergency Management Director Samantha Phillips, along with other City officials, unveiled the newly renovated EOC on December 19, 2012.



Ed Vassallo/OEM
City of Philadelphia

EMERGENCY OPERATIONS CENTER

Coordinating response and recovery efforts. . .

The City of Philadelphia's Emergency Operations Center (EOC) is activated several times a year to ensure coordination among agencies when responding to and recovering from disasters. Representatives from various city, state, federal, non-profit and private sector agencies staff the EOC during major incidents such as snowstorms, hurricanes, and large-scale special events, which attract hundreds of thousands of spectators to Philadelphia.

In 2012, OEM completely renovated the EOC. The facility is now more modern and sophisticated. Some of the newest features include an expanded video wall with twenty displays for viewing video-camera feeds, satellite images from the National Weather Service, and multiple national and local newscasts, enhanced workstations, and a complete overhaul of the space to provide better coordination and communication.

Operations staff worked tirelessly to get the EOC up and running six weeks ahead of schedule with Superstorm Sandy expected to make landfall in the Philadelphia region on October 29, 2012.



OEM WAREHOUSE

Enhancing response and recovery operations. . .

This past year, OEM Operations staff worked diligently to build out a warehouse space for OEM's growing inventory. In December 2014, the 15,000 square foot OEM warehouse was completed and revealed during an open house to many response partners from local, state, and federal agencies, as well non-governmental agencies, and private sector utilities. Mayor Michael Nutter and OEM Director Samantha Phillips spoke at the event stressing the importance of disaster preparation and letting partners know that assets housed in the Philadelphia OEM warehouse are to support all within the City of Philadelphia and the surrounding region.

The OEM warehouse stores assets for large-scale response and recovery operations. Whether a shelter operation is in need of cots, wheelchairs, walkers, mobility ramps, assistive communication devices, and computers, or a critical facility is in need of a generator, lights and heaters, the warehouse is stocked with this equipment. Additional inventory includes damage assessment team equipment, tents, light towers, and video surveillance camera trailers.

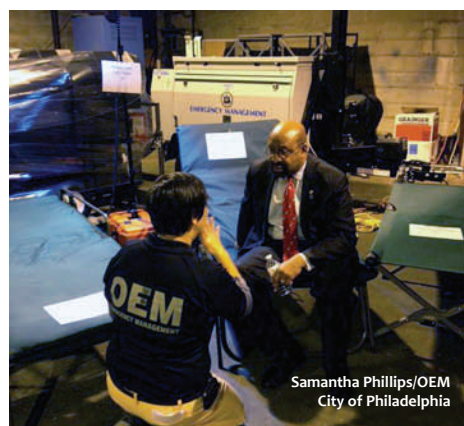
EOC DATA MANAGEMENT

Managing data for improved performance. . .

Beginning in late 2013 and throughout this past year, OEM Operations staff developed a web-based application to automate and improve previous data management and response prioritization processes during EOC Activations. A GIS/IT solutions company assisted with application development and in November 2014 the application entitled "EOC Data Manager" became operational. The EOC Data Manager 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.

OEM Warehouse

OEM's storage facility is stocked and staff members are ready to deploy equipment as necessary.





Mitch Leff
City of Philadelphia



SEPTA

MOBILE EMERGENCY OPERATIONS CENTER

The backup plan doesn't just sit in a box...

Redundancy and emergency preparedness go hand in hand. OEM maintains equipment that can serve as an alternate operation center when needed. The role of the Mobile Emergency Operations Center is to serve as a backup to the City's primary EOC in case the facility is unavailable due to unforeseen circumstances. The Mobile EOC is also deployed to support exercises and planned special events serving as a Joint Operation Center.

EOC in a Box

Jacks-of-all-trades, OEM staff members are prepared to deploy the Mobile Emergency Operations Center to any location whether it is inside a building or outdoors in an open area.

MOBILE COMMAND POST

Rolling out at a moment's notice...

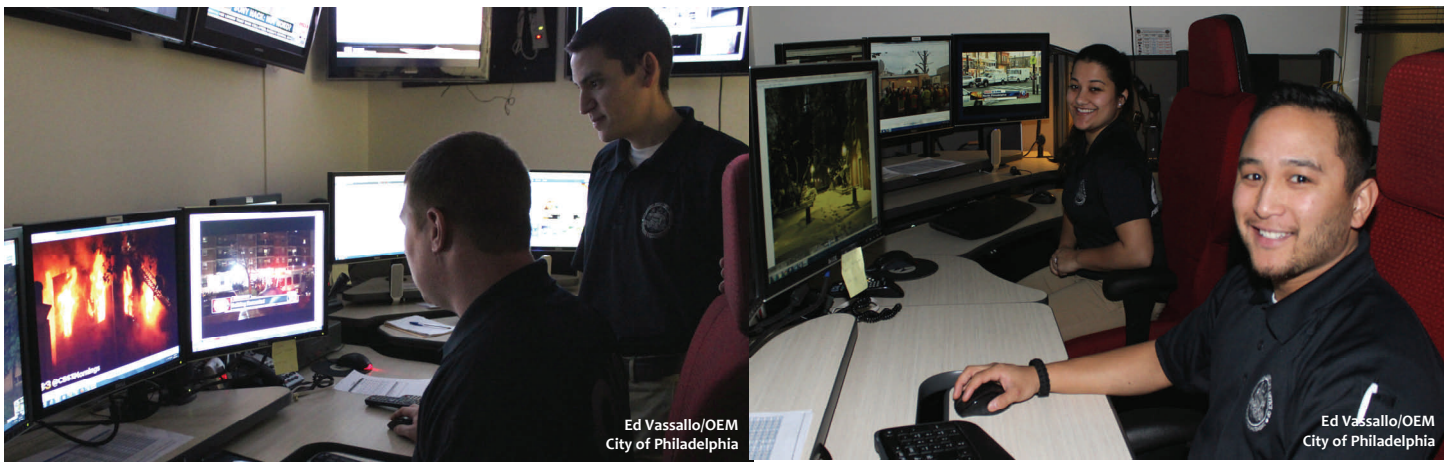
Philadelphia's Mobile Command Post (CP-1) can be rolled out at a moment's notice during natural disasters and human-caused emergencies. CP-1 represents a step forward in emergency response activities in Philadelphia combining versatility with enhanced performance capabilities. This command post can be situated near an unfolding emergency, serving as a mobile headquarters to unite various first responders from multiple agencies under one roof as they coordinate operations.

Whether responders are working environmental events such as oil spills on the Delaware River, hazardous material releases, multiple alarm fires, building collapses, large-scale functional exercises such as Operation Edge, or monitoring activities at the annual Broad Street Run or Army-Navy Game, CP-1 provides the necessary resources for on-scene coordinated responses.

In August 2014, OEM Operations staff completed an enhancement project for CP-1. These enhancements were based on a series of after action reports completed by personnel staffing the mobile command post during previous deployments. Staff identified technological gaps and recommended solutions, which resulted in improving communication and coordination in the field. A major enhancement was the installation of a communications satellite dish.



Kait Privitera
City of Philadelphia



Ed Vassallo/OEM
City of Philadelphia

Ed Vassallo/OEM
City of Philadelphia

REGIONAL INTEGRATION CENTER

Maintaining a high state of operational readiness...

The Regional Integration Center (RIC) coordinators provide a twenty-four hour, seven day 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.

Emergencies in a city as large and complex as Philadelphia require a coordinated response supported by accurate and timely information for decision-makers. Through the RIC, officials have the ability to anticipate and react to any occurrence that may impact the community or the ability for government to deliver services effectively. The RIC makes prompt notifications to internal and external stakeholders to provide continuity throughout all phases of incidents in accordance with established notification protocols.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Mining through data for beneficial results...

OEM staff maintains a large repository of geospatial data which support essential functions and play a key role in preparedness, response, and recovery efforts. A Public Safety GIS Team recently completed the migration of this geospatial data to the City's award-winning Public Safety GIS environment, which supports OEM along with the Philadelphia Police and Fire departments.

By co-locating data, services, and applications, the team can now pull together data, previously stored in separate systems and multiple City departments, to create a more complete picture of any given incident. In addition, the team is able to share geospatial resources with greater efficiency and efficacy.

In addition to mapping and analytical support, GIS staff help maintain the City's common operational picture through a shared Situational Awareness Portal. This portal is utilized by OEM on a daily basis.

Additional functions of the RIC include:

- *Monitoring incidents and events (local, regional, and national).*
- *Serving as a warning point for Philadelphia for regional, state, and federal agencies to transmit emergency information.*
- *Developing and transmitting emergency notification products, such as situation reports and ReadyNotifyPA messages.*
- *Coordinating on scene deployment of OEM Staff and providing off-site support for emergency responders.*



Water Department
City of Philadelphia

Field Response

Water Main Breaks



Water Department
City of Philadelphia

As previously mentioned, OEM 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 more. Several of the more significant incidents that they responded to during the past few years are highlighted on the next several pages.

21ST AND BAINBRIDGE STREETS

On Sunday, July 22, 2012, a 48-inch water distribution main broke at the intersection of 21st and Bainbridge streets in a residential neighborhood in the city. Philadelphia Water Department crews worked diligently to shut valves to the main; however, rushing water flooded the area causing major damage to the street and underground utilities. The neighborhood quickly flooded with approximately four feet of water forcing residents from five blocks to evacuate their homes.

Due to significant community impact during extreme heat conditions, a Field Response Team reported to the scene to coordinate the multiple agency response efforts. OEM staff deployed its Mobile Command Post, which served as the incident command center for two days.

Utility representatives from the Philadelphia Water Department, the Philadelphia Gas Works, PECO (the local power company), and Verizon, as well as those from the City's Fire Department and Licenses and Inspections coordinated pumping, repair, and restoration efforts while giving high-priority for ensuring crew safety. In addition, OEM's Field Response Team activated a reception center at Stanton Elementary School, which sheltered local residents.



OEM
City of Philadelphia



Water Department
City of Philadelphia

FRANKFORD AND TORRESDALE AVENUES

At approximately 8:30 a.m. on Monday, December 23, 2013, the Philadelphia Water Department's Load Control Center detected a major loss of water pressure in the water main system. OEM's Regional Integration Center was notified by the Philadelphia Fire Department that it was responding to reports of a water main break at Frankford and Torresdale avenues, a busy intersection in the lower Northeast section of the city. The Philadelphia Water Department determined that the break was on a 48-inch transmission main and that a widespread area of the city lost water pressure.

As water flooded the intersection and surrounding areas, a daycare center, pharmacy, gas station, and catering company needed to be evacuated. Seven teachers from the daycare center quickly activated its emergency action plan and evacuated 42 students to a nearby facility. OEM's Field Response Team arranged for a SEPTA bus on scene as a temporary shelter for residents evacuated from nearby homes.

The Philadelphia Gas Works was notified and responded to shut down gas to these facilities, while PECO shut down electrical power to the area.

The on-scene OEM Field Response Team deployed the Mobile Command Post for use by Unified Command throughout the incident. Using a GIS system, OEM staff created maps depicting the affected area, the zip codes reporting no water or low water pressure issues to the City's call centers, and the locations of hospitals, businesses, schools, and dialysis centers in the area. These maps provided City officials with an accurate assessment of how widespread the affected area was and the types of critical infrastructure located in the impacted area.

Water Service Area Affected

A total of 38 schools closed early and several health care facilities including St. Christopher's Hospital, Temple Hospital, Shriners Hospital, North Philadelphia Health System, Aria Health, and multiple dialysis centers were impacted.

At OEM headquarters, Planners quickly set up conference calls with a healthcare coordination group to address potential unmet needs at the hospitals, healthcare facilities, and dialysis centers.



Hayes Manor

Field Response

Multiple Alarm Fire

HAYES MANOR PERSONAL CARE HOME

On Saturday evening, December 29, 2012, an OEM Field Response Team deployed to a fire at Haynes Manor Retirement Residence, a three-story personal care home with 53 personal care units and 12 independent living apartments. At the time of the fire, 10 staff members, 46 residents and one visitor were in the building. Thanks to the Fire Department's quick response and firefighting efforts, the fire was quickly contained.

Sharing Best Practices and Lessons Learned

The Hayes Manor administrator served as a guest panelist at one of OEM's Personal Care Home Conferences in 2013.



Hayes Manor

OEM's Regional Integration Center notified the Pennsylvania Department of Public Welfare, which oversees personal care homes in Philadelphia, about the fire. In addition, emergency response partners, the American Red Cross and The Salvation Army, were also notified. The Field Response Team requested an inspector from Licenses and Inspections to determine if residents could reoccupy the building.

At the scene, the Hayes Manor administrator presented its comprehensive emergency action plan, which included sheltering residents in another building on site; relocating residents, whose rooms were affected by smoke; initiating fire watch protocols; and securing the building. After reviewing the plan, the Fire Department and Licenses and Inspections allowed the residents to reoccupy in an unaffected portion of the building.

OEM staff recognized that the quick evacuation of residents by Hayes Manor staff and the contingency activities outlined in its emergency action plan could serve as a model for other personal care homes in the city. Later that year, OEM staff organized its first Personal Care Home Conference featuring the Hayes Manor administrator and other expert panelists from the Fire Department, Licenses and Inspections, and Pennsylvania Department of Welfare.



Field Response

Multiple Alarm Fires and Emergency Evacuation Shelter Operations

Within one week during October 2014, two multiple-alarm high-rise fires resulted in requests for OEM’s Field Response Teams to coordinate sheltering and mass care needs for displaced residents.

In addition to the Fire Department, some of the agencies involved in the two incidents below included the City’s Office of Supportive Housing, Department of Behavioral Health and Intellectual DisAbilities, Police Department and the School District Police, Licenses and Inspections, Philadelphia Gas Works, Philadelphia Water Department, SEPTA, Second Alarmers, American Red Cross, Southeastern Pennsylvania, The Salvation Army, Greater Philadelphia, Emergency Disaster Services, and Red Paw Emergency Relief Team.

PARKER-SPRUCE HOTEL

The Philadelphia Fire Department responded to a report of smoke on the ninth floor of a 10-story high-rise residential building at the Parker-Spruce Hotel. The building was temporarily evacuated while the Fire Department quickly put the fire under control. However, upon inspection of the building, the City’s Licenses and Inspections found numerous building violations and 109 residents were not permitted to reoccupy the building. While some of the residents were able to seek shelter elsewhere, approximately 60 displaced residents required temporary shelter for two days at a nearby school.

6212 CHESTNUT STREET TWO ALARM FIRE

The Philadelphia Fire Department responded to a two-alarm fire, with heavy fire spotted on the third and fourth floors and a partial roof collapse of an apartment building at 6212 Chestnut Street. Approximately 61 adults and five children required temporary shelter overnight at a nearby school.

Field Response Teams

The teams ensured that appropriate agencies responded in a timely manner and coordinated the sheltering setup and operations, feeding, transportation, medical services, emotional and spiritual care, disaster mental health services, and animal care for the residents and their pets who were evacuated.



Field Response

Building Collapses

DALEY STREET

A sudden gas explosion rocked the 400 block of Daly Street on the morning of Monday, July 29, 2013. A total of 48 homes on Daly Street and 22 homes on Wolf Street were evacuated as a precaution. An OEM Field Response Team deployed to coordinate the response efforts and opened a reception center at a local school for the evacuees. Back at OEM headquarters, additional staff monitored and provided Incident Command with updates on media and social media reports.

22ND AND MARKET STREETS

On Wednesday, June 5, 2013, a four-story building under demolition collapsed onto an adjacent one-story occupied thrift store in Center City at 22nd and Market streets. Through the valiant efforts of the Philadelphia Police and Fire departments, 14 individuals were pulled from the rubble. Unfortunately, six individuals died in the collapse.

An OEM Field Response Team reported to the site and deployed the Mobile Command Post for use by Unified Command throughout the search and rescue operations. In addition, the team deployed portable light towers to the scene before night fell for search and rescue crews to continue their rescue efforts.

The Mayor's Office of Communication quickly coordinated on-scene media relations activities among the various agencies involved in the response. Back at OEM headquarters, External Affairs staff monitored traditional and social media providing updates to the public information officers on scene.





Emergency Operations Center Activations

Snow Emergencies

OEM, in conjunction with key stakeholders, coordinates preparedness, response, and recovery efforts for significant winter weather storms. Typically, these include severe weather events when the National Weather Service (NWS) has issued a Winter Storm Warning, Blizzard Warning, Ice Storm Warning, or for situations when a significant snowfall accumulation or snowfall rate is expected.

An OEM Situation Room or the City's Emergency Operations Center may be activated to support interagency coordination when severe winter weather is forecasted. The EOC may be activated at partial or full staffing levels, depending on the anticipated scope of the winter weather event.

- Short duration events with impacts largely confined to a particular emergency support function, such as public works, may require a partial activation with participation from a select group of agency representatives.
- Long duration events with major anticipated impacts may require full activation with broad agency participation and 24/7 staffing.

The winter of 2013-2014 proved to be unrelenting with four snowstorms recording more than eight inches of snow for each storm. During the 130 years of winter-weather record keeping for Philadelphia, this was an historic first. With a combine total of 68 inches of snow, the 2013-2014 winter season was the second snowiest winter of all time. However, it fell short of the all-time record of 78.7 inches during the winter of 2009-2010.

Two weeks before the official start of winter, the city was hit with its first snow storm. More snow (8.6 inches) fell in an eight-hour period on December 8, 2013 than during the entire winter season of 2012-2013 and was double the amount of total snow for the 2011-2012 season.

2014 Situation Room and EOC Activations

Limited Activation:

*January 21 through January 22, 2014
NWS Issues Winter Storm Warning
Philadelphia Declares Snow Emergency
13.5 inches of snow.*

Situation Room

*February 5, 2014
NWS Issues Winter Storm Warning:
Ice storm with 18,600 power outages and
numerous downed trees mostly in northeast
and northwest sections of the city*

Full Activation

*February 12 through 14, 2014.
NWS Issues Winter Storm Warning
Philadelphia Declares Snow Emergency
11.1 inches of snow*

Situation Room

*March 2, 2014
NWS Issues Winter Storm Warning
Philadelphia Declares Snow Emergency*



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, marketing, image and branding programs. In addition, External Affairs staff are tasked with building and fostering relationships with the public, businesses, and key stakeholders through a comprehensive public education and community engagement program, Ready Philadelphia, designed to help Philadelphians prepare now before an emergency strikes.

Innovative Technology *Connecting with our customers...*

Connecting with Philadelphians on a routine basis is essential to keeping them updated with the latest emergency information. In today's high-tech world, there are more ways than ever for OEM to connect with the public: websites, blogs, tweets, Philadelphia's government access channel, Philly 3-1-1 customer service center, and the public alert system, which includes email and text alerts, and reverse 9-1-1 robo calls. But one thing remains the same: engaging listeners so what we say is what they hear, can drive results and change outcomes.

External Affairs staff members provide weekly Preparedness tips and action steps on OEM's social media sites—Twitter, Facebook, LinkedIn, Google+, and videos on the OEM YouTube channel. With a substantial number of folks following OEM on a daily basis, using social media during snow emergencies and Superstorm Sandy allowed OEM to provide a ready audience with street closures due to fallen trees and downed wires, power outages, emergency evacuation shelter locations, public transit service interruptions, flooding, and other critical information about the emergencies.

Philadelphians can also sign up for ReadyNotifyPA, Philadelphia's public alert system to get emergency text and email alerts from OEM. These alerts have proven to be a valuable tool to notify customers for weather alerts and other incidents. Customers also have the option to sign up for traffic and public transportation alerts, police alerts, and notifications in the event of a prisoner escape from the prison in the Northeast section of the city, as well as alerts from the local refinery in Southwest Philadelphia. The system is also available in the four neighboring counties in Southeastern Pennsylvania.





Ed Vassallo/OEM
City of Philadelphia

External Affairs staff manages the Ready Philadelphia website, www.phila.gov/ready, which provides detailed information on the types of hazards that are most likely to happen in Philadelphia and how to prepare for them. Unlike most City websites, staff can access the Ready Philadelphia website, any time of day or night, to post emergency information as needed. The staff has also been given 24-hour access to Philadelphia's government access channel and to interrupt routine broadcasting with emergency messages.

Ready Philadelphia

Engaging our stakeholders...

During the past three years, the OEM Ready Philadelphia speakers' bureau conducted a combined annual average of 62 events, which included Personal and Family Preparedness Workshops, Business Continuity Workshops, and conferences with town watch groups, civic associations and community groups, faith-based communities, youth-based groups, businesses, non-profits, functional needs groups, and more.

One of the major objectives of the Ready Philadelphia speakers' bureau is to ensure 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
- Office of HIV Planning
- Easter Seals of Southeastern Pennsylvania
- Gift of Life's social workers
- Penn Institute for Rehab Medicine and Penn Therapy/Fitness for spinal cord injury patients
- Philadelphia Corporation for the Aging and many older adult centers around the city
- Philadelphia Housing Authority tenants
- Congreso serving the city's huge Hispanic population
- St. Bonnie's Early Learning Center
- Boys and Girls Scouts during Scout Days at the National Constitution Center

Each year, we distribute more than 27,000 Preparedness brochures, most of which are prepared in seven languages. In addition, our Family Preparedness Guide is available in audio format, large print and Braille.



National Preparedness Month

PREPAREDNESS FAIRS

Each September during National Preparedness Month, External Affairs organizes month-long activities to help Philadelphians learn how to prepare for emergencies. In addition to Preparedness workshops around the city, External Affairs coordinates several Preparedness Fairs at venues such as City Hall, Amtrak's 30th Street Station, and the Franklin Institute, Philadelphia's science museum.

Representatives from many of our first responder community, including Philadelphia Police Department's Counter-Terrorism and Homeland Security Unit, Philadelphia Fire Department, American Red Cross, Southeastern Pennsylvania Chapter, The Salvation Army of Greater Philadelphia, Philadelphia Medical Reserves Corps, Philadelphia Second Alarmers, Red Paw Emergency Relief Team, and FEMA participate in the fairs.

During our Preparedness Fair at the Franklin Institute, Philadelphia Fire Department's elite Rescue 1 members perform a high-angle rope technical rescue. 6ABC meteorologists Melissa Magee and Chris Sowers have made special appearances. They teach enthusiastic children how to deliver an on-camera weather report in a green room exhibit sponsored by the TV station.

PERSONAL AND FAMILY PREPAREDNESS WORKSHOPS

During September 2012, OEM and Red Cross presented a series of Preparedness workshops for 5th and 8th grade students at the Grover Washington, Jr. Middle School using the Masters of Disaster curriculum developed by Red Cross. In addition to instruction by their teachers, students created posters on how to prepare for emergencies, which they displayed during a signature event with City officials. The following year, OEM and Red Cross arranged a Preparedness workshop for parents, caregivers, teachers, and staff at an Easter Seals school for children with special needs. Following the workshops, the children and adults enjoyed a ceremony with City officials and a Preparedness Fair on the grounds of both schools. Thanks to a generous donation from Target, a Preparedness month sponsor, OEM provided emergency supply kits to the parents of the participating students at both schools.



Recognizing that the City's workforce is essential to helping the City prepare for and recover from emergencies, OEM conducted 27 Preparedness workshops in 2014 for City employees at Philadelphia City Hall, Municipal Services Building, and One Parkway in Center City where many employees work. Since then, several City agencies invited OEM to present workshops at other facilities, such as the Philadelphia Prisons, Philadelphia Water Department, the Office of Property Assessment, and the Philadelphia Finance Department.



National Volunteer Week

Honoring those who serve...

In April during National Volunteer Month, OEM takes time to show its appreciation and gratitude to the many inspiring volunteers who respond to the call for help during emergencies.

SOUTHEASTERN PENNSYLVANIA

VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTERS

Thanks to the leadership of the Southeastern Pennsylvania Voluntary Organizations Active in Disasters (SEPA VOAD), Philadelphians received much needed help due to flooding in the aftermath of Hurricane Irene and Tropical Storm Lee, which hit the Philadelphia region within a week of each other. Twenty-four volunteers, from four SEPA VOAD member agencies including Lutheran Disaster Response, United Methodist Committee on Relief, United Church of Christ Disaster Relief, and Southern Baptist Disaster Relief, sprang into action.

THE SALVATION ARMY, GREATER PHILADELPHIA

EMERGENCY DISASTER SERVICES

The Salvation Army is widely known for the human service work provided to Philadelphians on a day-to-day basis. Lesser known but equally valued is the service that its Emergency Disaster Services program provides on the front lines of a disaster zone, delivering comfort, caring support, nourishment, and hydration to those in need. Each year, The Salvation Army Emergency Disaster Services' dedicated teams respond to approximately 200 diverse incidents such as fires, water main breaks, and building collapses in Philadelphia.

One incident of particular note included a four-day response during extreme heat, at the site of the 48-inch water main break at 21st and Bainbridge streets. The Salvation Army's staff and volunteers were on location during this multi-day operation. They provided food and hydration to the residents who were forced to evacuate and to the many agencies involved in the response who were working in very uncomfortable conditions to restore utilities as quickly as possible.

How SEPA VOAD Helped Flood Victims

- *Arranged housing for an out-of-state AmeriCorps team.*
- *Hosted and conducted training on how to safely remove mold and sanitize basements.*
- *Equipped volunteers with personal protective devices to safely clean out properties.*
- *Worked side-by-side with residents clearing out debris and cleaning up flooded properties.*





Joan Przybylowicz/OEM
City of Philadelphia

Crisis and Emergency Risk Communication Planning

External Affairs staff has developed a comprehensive Public Information and Joint Information Center (JIC) plan to coordinate and conduct public information activities during emergencies, disasters, and other situations, such as large-scale special events with attendance in the thousands or hundreds of thousands.

Centralizing public communication efforts in an emergency maximizes the City's information-gathering resources and helps ensure the accuracy of outgoing information. Procedures for activating and staffing the JIC, notifying public information officers to report to the JIC, developing messages using crisis and emergency risk communication techniques, and identifying the tools available in different City agencies to disseminate public information are needed to ensure an accurate, timely, relevant, and consistent public information strategy.



Ed Varsallo/OEM
City of Philadelphia

In the JIC, the staff works in conjunction with the Incident Commander or Unified Command, the City's Emergency Operations Center, and the Mayor's Office of Communication to provide critical emergency information, crisis communication, public affairs support.

PUBLIC INFORMATION AND JOINT INFORMATION CENTER GUIDEBOOK

In addition, External Affairs compiled a detailed Public Information and Joint Information Center Guidebook that documents all of the currently available communications tools used by various City agencies.

The guidebook provides step-by-step instructions on how to use these tools and how to set up and use the JIC equipment when an emergency happens. Many public information officers may not have access or use some of these tools on a day-to-day basis. Knowing how to access and successfully use these tools, especially during non-routine business hours, is key to quickly disseminating public information through a variety of methods to reach as many Philadelphians as possible.



Joan Przybyłowicz/OEM
City of Philadelphia

PUBLIC ALERTING CONFERENCE

During 2014, External Affairs organized a Public Alerting Conference for OEM staff, public information officers from various City agencies, and our partner response agencies to roll out the Public Information and Joint Information Center plan.

Conference panelists included OEM External Affairs staff and subject matter experts in news reporting, crisis management, and message development. They employed a combination of question and answer sessions, video examples, and communication techniques including situational role-playing to help participants understand the public information plan and role of the Joint Information Center, as well as the integrated public alerting systems available to notify the public during emergencies. Participants practiced how to quickly develop critical public information messages, strategized on the best communication tools to use, and conducted several on-camera media briefings.

Public information officers from a variety of city, state, federal, and private sector agencies participated in the conference. Some of the agencies represented included: Philly 3-1-1, Philadelphia Fire Department, Philadelphia Department of Public Health, Philadelphia Streets Department, Philadelphia Department of Behavioral Health and Intellectual disAbilities Services, SEPTA, U.S. Coast Guard, Sector Delaware Bay, Amtrak, Hospital Association of Philadelphia, and Mercy Health Systems.

PIO AND SOCIAL MEDIA CORPS TRAINING AND EXERCISES

At the request of External Affairs, OEM's Training and Exercise staff arranged for public information officers to attend the FEMA-approved Basic Public Information and Social Media for Disaster Response courses held several times during the past two years in Philadelphia.

Providing public information officers the opportunity to work closely together before an emergency happens is key to successfully coordinating and disseminating public information during emergencies. External Affairs has been working closely with OEM's Training and Exercise staff to include public information components in tabletop and functional exercises. Some of these included Operation Edge, Operation Edge 2, Active Shooter and Family Assistance and Reunification exercises featured in this report.



OEM
City of Philadelphia



Mitch Leff
City of Philadelphia

Special Events

The City of Philadelphia repeatedly displays the ability to produce and host large-scale major events that attract thousands, as well as hundreds of thousands of visitors. The scale and profile of these events require extensive coordination among City departments and agencies, state and federal government, event organizers, and non-governmental organizations.

Planning for such events is a cooperative, months-long interagency and intergovernmental effort. OEM oversees an integrated approach to event planning and management, which is consistent with the principles of the National Incident Management System. Pre-event planning activities include coordinating interagency and intergovernmental emergency planning efforts and establishing structures, processes, and policies to facilitate unified decision-making and command and control.

Whether the coordination of public safety activities for these events is managed from a Mobile Command Post, a Joint Operations Center, or the City's Emergency Operations Center, OEM staff works closely with numerous agencies by:

- Coordinating interagency activities and meetings;
- Coordinating emergency response operations;
- Compiling and distributing situation reports at scheduled intervals;
- Evaluating emergency situations and communicating pertinent information to City leadership with recommendations for action;
- Receiving, prioritizing, and mobilizing requests for additional resources;
- Reviewing and implementing emergency evacuation plans, should the need arise.



OEM
City of Philadelphia

With years of experience managing major special events and numerous high-profile events on the horizon, OEM is working to advance the City's capacity to plan for and coordinate the complex operations that support world-class events at major public venues, such as the Benjamin Franklin Parkway. In 2013, OEM facilitated the deployment of the first "tactical grid system" to help first responders deploy to calls for assistance on the Parkway when crowd conditions make finding their way unusually difficult.



Kait Privitera
City of Philadelphia



Mitch Leff
City of Philadelphia

One of the signature events held in Philadelphia is Welcome America! — the Nation's foremost celebration and the largest free Fourth of July concert. This weeklong celebration offers dozens of free events and family activities here in America's birthplace. In addition, the annual Philadelphia Marathon in November attracts tens of thousands of runners from all over the world to compete on a fast course set with breath-taking natural beauty and stirring history. These events, as well as the Army-Navy Game and the *Made in America* festival featured in this report, are just a few of the large-scale special events that are held in Philadelphia each year.

WELCOME AMERICA! INDEPENDENCE DAY FESTIVITIES

Ringin' out freedom. . .

The Welcome America! celebration consists of a series of events, which attract an estimated 600,000 attendees to venues across the city and dozens of events over the course of nine days. OEM's primary focus is on the coordination of public safety operations related to July 4th events on and around the Ben Franklin Parkway due to the high attendance expectations, the unique profile and character of these festivities, and operational response.

MADE IN AMERICA FESTIVAL, LABOR DAY WEEKEND

EAKINS OVAL, BENJAMIN FRANKLIN PARKWAY

Jamming on the Parkway. . .

Jay-Z's inaugural *Made in America* festival successfully debuted in Philadelphia in 2012. Philadelphia welcomed back the two-day festival in 2013 and 2014 with a lineup of 30 major music acts. Legendary film director Ron Howard captured a behind the scenes look at the 2012 concert for a 90-minute documentary that premiered at the Toronto International Film Festival 2013 and on Showtime in October 2013.

The festival played host to some of the greatest music acts including Jay-Z, Kanye West, Beyoncé, Nine Inch Nails, Pearl Jam, and more. The combined two-day attendance was 80,482 in 2012, 110,692 in 2013, and 77,418 in 2014.



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Kait Privitera
City of Philadelphia



Mitch Leff
City of Philadelphia

ANNUAL BROAD STREET RUN

Running for Boston...

From Philly to Boston with Love

Three weeks after the Boston Marathon bombings, the first major running event in the United States took place in Philadelphia.

Because of the Boston tragedy, the 2013 Broad Street Run took on added significance.

The annual Broad Street Run has been held in Philadelphia on the first Sunday in May since 1980. Nearly 40,690 participants in 2012, 32,000 in 2013, and 40,000 in 2014 took part in the largest ten-mile road race in the United States. In comparison, the Boston Marathon attracts an annual average of 20,000 participants. New York City Marathon, the largest marathon in the world, attracts an annual average of 47,000 participants.

In the wake of the Boston tragedy, the Philadelphia Police Department and OEM collaborated with SEPTA, the regional transit authority, to test a new mobile surveillance platform equipped with integrated night-day cameras. These mobile units, placed at strategic locations along the racecourse, provided real-time surveillance to public safety officials during the race.

In addition, the City put other public safety measures in place. Runners were given clear plastic bags to use for their personal items. Backpacks were not permitted in the start area of the race and were not accepted at the gear check-in point. Runners and spectators were encouraged to sign up for the city's emergency text alerts through ReadyNotifyPA. In addition, for the first in the history of the Run, OEM deployed staff to emergency shelters along the racecourse as a precautionary measure.



Kait Privitera
City of Philadelphia

PHILADELPHIA MARATHON, THE LONG RUN

Running past history...

The Philadelphia Marathon race weekend consists of a series of events, culminating with full and half marathons on Sunday. Events on Friday and Saturday include a health and fitness expo at the Pennsylvania Convention Center, an 8K run, and a kids' fun run.

The marathon, with a combined total of 30,000 participants, is listed in the top ten courses in the country for its flat terrain, weather, and lots of fans. The course runs through Fairmount Park, along the scenic Schuylkill River, toward the infamous steps of the Art Museum on the Benjamin Franklin Parkway, through University City and Manayunk, and past historic landmarks such as Independence Hall, the Betsy Ross House, and the Liberty Bell.



ARMY-NAVY GAMES, LINCOLN FINANCIAL FIELD

America's Game, Philadelphia's Honor
Supporting the tradition. . .

Philadelphia is honored to be the primary host and home city for the Army-Navy Game. Considered to be one of the greatest college football rivalries, the Game has been played in Philadelphia 85 times in its history.

The rivalry between the two academies began more than 100 years ago, and Philadelphia was chosen as a neutral locale to host the Game in 1899. The city is conveniently located between the Military Academy in West Point, New York and the U.S. Naval Academy in Annapolis, Maryland.

Each year, an influx of military cadets and top brass, dignitaries such as the Vice President of the United States and the Chairman of the Joint Chiefs of Staff, plus 50,000 visitors witness the intense rivalry between the Navy Midshipmen and the Army Black Knights.

Known as Philadelphia's "Bowl Game", the Army-Navy Game generates \$35 million in economic impact at area hotels, restaurants, and other attractions.





Rick McMullin/PHL
City of Philadelphia



**Philadelphia Office of Emergency Management
c/o Fire Administration Building
240 Spring Garden Street, Lower Level
Philadelphia, PA 19123**

**OEM@PHILA.GOV
FOLLOW US @ PHILAOEM
WWW.PHILA.GOV/READY**