



Homeland Security and Emergency Management Agency

HSEMA (BN)

MISSION

The mission of the District of Columbia's Homeland Security and Emergency Management Agency (HSEMA) is to manage the District's emergency operations to prevent, respond to, and recover from natural and man-made emergencies.

SUMMARY OF SERVICES

HSEMA coordinates all planning and preparedness efforts and assembles a common operating picture during events, to facilitate good decision-making and response. This common operating picture will achieve situational awareness and, where possible, eliminate or minimize conflicting information received from numerous sources.

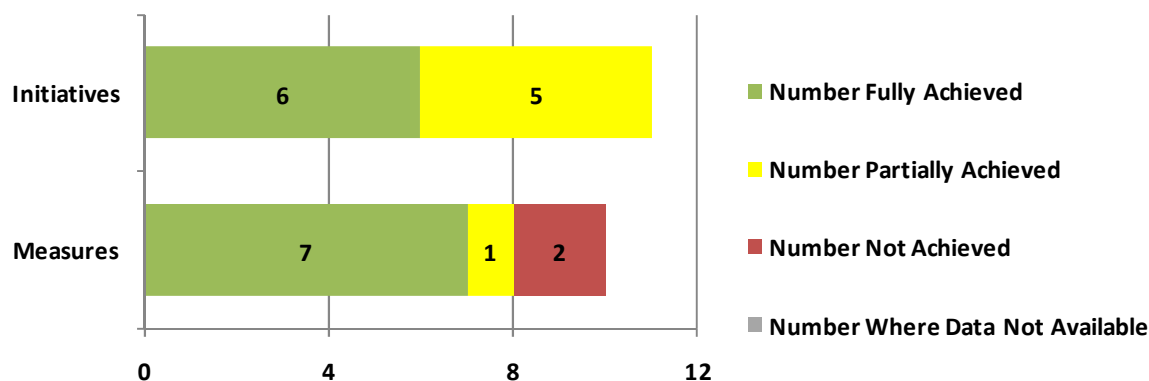
AGENCY OBJECTIVES

1. Prepare executive leadership throughout the District Government for timely and effective decision-making during emergencies.
2. Identify the District's greatest risks, prioritize preparedness efforts according to those risks, and enhance capabilities that address the risks.
3. Develop preparedness plans, and train, exercise, and equip the District Government to ably implement those plans.
4. Ensure a common operating picture during emergencies to facilitate good decision-making and response. This common operating picture will provide situational awareness and, where possible, eliminate or minimize conflicting information received from numerous sources.

3 KEY ACCOMPLISHMENTS

- ✓ Quadrupled the number of District employees trained in Incident Command Systems (ICS).
- ✓ Greatly exceeded its initial goal of reaching and maintaining 25% of the Department of Homeland Security's 'homeland security target capabilities.'
- ✓ Reached 100% of District households by sending out an Emergency Preparedness Guide to all DC residents through a combination of Washington Post delivery and direct mail.

OVERVIEW OF AGENCY PERFORMANCE







Performance Initiatives – Assessment Details





Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

OBJECTIVE 1: Prepare executive leadership throughout the District Government for timely and effective decision-making during emergencies.

-  **INITIATIVE 1.1: Ensure that all homeland security and emergency management plans are updated and enhanced annually with recent lessons learned and best practices.**
Fully Achieved. HSEMA's planning divisions has spent much of FY09 updating and enhancing all the District's homeland security and emergency management plans, and feels confident that these plans reflect past lessons learned and national best practices as outlined by DHS.
-  **INITIATIVE 1.2: Lead quarterly training and exercise efforts to familiarize executive leadership with existing plans.**
Fully Achieved. HSEMA offered exercises to DC Cabinet members in every quarter of FY09. HSEMA also offered NIMS and ICS trainings at Cabinet meetings twice during FY08. By bringing NIMS/ICS training to regularly scheduled executive meetings, HSEMA has been able to raise the participation rates.

OBJECTIVE 2: Identify the District's greatest risks, prioritize preparedness efforts according to those risks, and enhance capabilities that address the risks.

-  **INITIATIVE 2.1: Determine which capabilities will address the greatest number of priority risks and dedicate preparedness efforts to achieving those capabilities.**
Fully Achieved. In FY08, HSEMA focused on making DHS capabilities the core of our planning and preparedness. These are 37 specific capabilities that states and communities and the private sector should collectively develop in order to respond effectively to disasters. Our goal in the first year of tracking HSEMA's progress against the capabilities was to have already achieved 25% of these capabilities. HSEMA has focused on the capabilities that have the greatest impact on response in the District, and has found that we have met 72% of these DHS mandated capabilities.
-  **INITIATIVE 2.2: Establish target capability levels in order to determine the District's readiness level.**
Fully Achieved. In the first year of tracking HSEMA's progress against the capabilities, we have been able to completely establish our current target capability levels and will be able to use this benchmark in the future for our improvement.
-  **INITIATIVE 2.3: Assess the current capability levels in priority areas by analyzing training and exercise outcomes for intended results.**
Partially Achieved. HSEMA has assessed its training and exercise outcomes and found that we have met 72% of these DHS- mandated capabilities. Although this is a great achievement in this first year of using this system to assess levels of preparedness, we will continue to analyze training and exercise outcomes in the next year.
-  **INITIATIVE 2.4: Update the District's Homeland Security Strategy.**
Fully Achieved. The District's Homeland Security Strategy was cooperatively rewritten by HSEMA and other public safety agencies in FY08, and will be released during the winter of 2008-2009.



OBJECTIVE 3: Develop preparedness plans, and train, exercise, and equip the District Government to ably implement those plans.

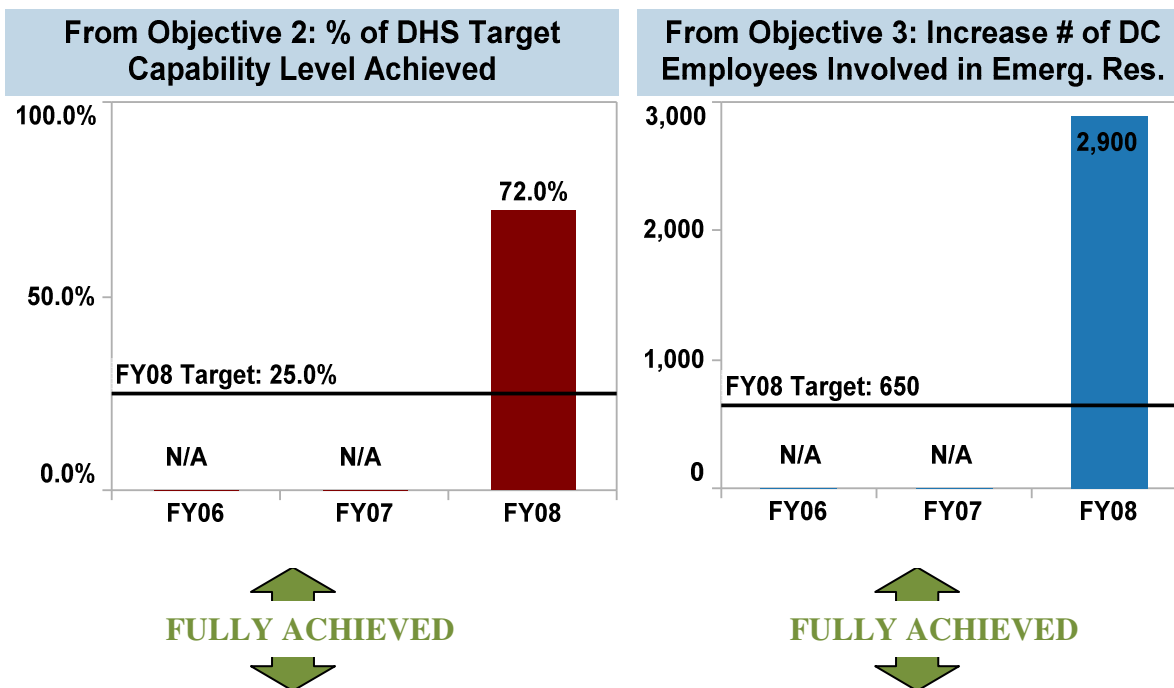
- **INITIATIVE 3.1: By February 2009, develop a strategy to ensure that planning, training, exercising, and equipment acquisition are aligned to achieve priority capabilities.**
Partially Achieved. While HSEMA has put much effort toward aligning planning, training and exercising with priority capabilities, we will need to address the issue of equipment acquisition in the upcoming year.
- **INITIATIVE 3.2: By December 2008, develop a process to systematically document—and address—corrective actions from preparedness exercises.**
Fully Achieved. Exercises are designed to test emergency plans, equipment purchases, and training. HSEMA has begun implementation of the Corrective Action Program System (CAPS) to track and analyze the results of exercises and real-world events and ensure progress towards goals.
- **INITIATIVE 3.3: Develop a homeland security and emergency management curriculum for District government employees.**
Partially Achieved. The HSEMA Training and Operations Divisions stepped up the pace of ICS trainings and did concerted outreach to publicize the need for this emergency management training for employees. District employees that respond in emergency events are now aware of the curriculum offered by HSEMA which will best prepare them, but a comprehensive curriculum has not yet been released.

OBJECTIVE 4: Ensure a common operating picture during emergencies to facilitate good decision-making and response. This common operating picture will provide situational awareness and, where possible, eliminate or minimize conflicting information received from numerous sources.

- **INITIATIVE 4.1: Establish a standard operating procedure between Emergency Operations Centers (EOCs) and fusion centers in the National Capital Region so that information flowing in during a crisis will be verified for authenticity and credibility.**
Partially Achieved. In FY08 HSEMA began leading a regional effort to standardize procedures across the region to facilitate the quick exchange of accurate information among fusion centers within the District, the Commonwealth of Virginia, and the State of Maryland. By establishing these procedures prior to an emergency, operations will run more smoothly – and quickly – during a crisis situation. This work will continue into FY09.
- **INITIATIVE 4.2: Develop and implement a multi-faceted communication system to alert a greater number of District citizens to emergencies. This strategy will include efforts beyond AlertDC, to a broader alert network.**
Partially Achieved. HSEMA has spent FY08 identifying gaps and strategizing ways to expand its communication capabilities to reach a greater number of District citizens, business people, and visitors. HSEMA expects to maintain AlertDC and add functions into the next year.



Key Performance Indicators – Highlights



More About These Indicators:

How did the agency's actions affect this indicator?

- Focused on making DHS-identified capabilities the core of planning and preparedness efforts.
- Specifically focused on the capabilities that have the greatest impact on response in the District.

What external factors influenced this indicator?

- The target capabilities have been developed with a national perspective and are designed to be general, so some of the capabilities identified have less relevance to response in the District.

How did the agency's actions affect this indicator?

- HSEMA Training and Operations Division stepped up the pace of Incident Command System (ICS) trainings and conducted outreach to publicize the need for this training for response employees.
- Worked diligently to communicate the necessity for all District government to be prepared and to have plans ready in case of emergency situations.

What external factors influenced this indicator?

- Emergency response employees took advantage of the many opportunities to train and exercise. All agencies have also named an Emergency Liaison Officer (ELO) and a few secondary ELOs who will be present in the Mayor's Emergency Operations Center during any event. These individuals are all required to have previous emergency preparedness training.



Key Performance Indicators – Details

Performance Assessment Key:

- Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
OBJECTIVE 1: Prepare executive leadership throughout the District Government for timely and effective decision-making during emergencies.					
● % of Cabinet members attending one exercise annually	N/A	N/A	75%	17%	85%
● % of EOM and Cabinet members that have completed NIMS/ICS training	N/A	N/A	100%	60%	100%
OBJECTIVE 2: Identify the District’s greatest risks, prioritize preparedness efforts according to those risks, and enhance capabilities that address the risks.					
● % of target capability level achieved	N/A	N/A	25%	72%	35%
OBJECTIVE 3: Develop preparedness plans, and train, exercise, and equip the District Government to ably implement those plans.					
● Increase the number of DC employees involved in emergency response or emergency preparedness trained in ICS	N/A	N/A	650	2,900	710
● % of targeted District households and businesses that receive preparedness materials each year at least once	N/A	N/A	100%	100%	100%
● % of corrective actions from HSEMA-sponsored exercises completed on schedule	N/A	N/A	100%	100%	100%
● Increase percentage of District residents who have created a family emergency plan by 10% annually . . .	N/A	N/A	10%	38%	10%
OBJECTIVE 4: Ensure a common operating picture during emergencies to facilitate good decision-making and response. This common operating picture will provide situational awareness and, where possible, eliminate or minimize conflicting information received from numerous sources.					
● # of COOP (continuity of operations) site tests conducted annually that demonstrate full functionality within one hour of activation	N/A	N/A	4	4	4
● Percentage of successful monthly tests of regional communication systems with NCR EOCs and fusion centers	N/A	N/A	100%	100%	100%
● Percentage increase in subscribers to AlertDC	N/A	N/A	50.0%	47.8%	75.0%