



FY 2011 PERFORMANCE PLAN Homeland Security and Emergency Management Agency

MISSION

To support and coordinate homeland security and emergency management efforts, ensuring that the District of Columbia's all-hazards emergency operations are prepared to protect against, plan for, respond to, and recover from natural and man-made hazards.

SUMMARY OF SERVICES

HSEMA coordinates all planning and preparedness efforts, training and exercises, homeland security grants, and facilitates 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.

The Homeland Security and Emergency Management Agency is comprised of five major divisions: 1) **Agency Management / Office of the Director** provides leadership to internal agency operations to perform its overall mission efficiently and effectively, as well as leadership to the Washington region as members of the National Capital Region homeland security policy advisory group; 2) **Plans and Preparedness Division** facilitates the comprehensive planning that promotes resiliency in government agencies, our communities and critical infrastructure; 3) **Training and Exercises Division** ensures that all relevant individuals, agencies and responders are able to operate in their respective roles through effective training courses, hazard and capabilities-based exercises and plan validations; 4) **Operations Division** provides situational awareness, logistical and resource support, and field command operation to coordinate incident response, mitigation, and recovery, and to support District and Federal agencies during special events; 5) **Homeland Security Grants Division** is the State Administrative Agent (SAA) for the federal homeland security grant programs that are awarded to the District of Columbia and to the National Capital Region (NCR), which encompasses neighboring counties in Maryland and Virginia, and provides programmatic oversight to grant-funded homeland-security projects to ensure milestones are met and are in compliance with the applicable grant guidance.

PERFORMANCE PLAN DIVISIONS:

- Plans and Preparedness
- Training and Exercises
- Operations
- Homeland Security Grants
- Agency Management / Office of the Director



AGENCY WORKLOAD MEASURES

Measure	FY2009 Actual	FY2010 YTD
Number of Alert DC messages disseminated	4559	3855
Homeland Security Grant dollars managed	\$291,146,342	\$316,009,542 ¹
Number of grant projects managed	473	523
Number of Special Events that have been approved ² by the Mayor's Special Events Task Group	104	99
Number of After Action Reports developed as a result of incidents and emergencies	4	1
Number of partial and full Emergency Operations Center activation ³	12	8
Number of Heat Emergency Plan Activations ⁴	8	43
Number of Trainings provided to First Responders, District employees, and the public ⁵	78	63
Number of Individuals Trained at HSEMA	2074	1638

¹ This figure does not include the 2010 DHS Grant Awards due to the timing of the DHS grant announcement.

² Events approved by the MSETG do not indicate that the events will be held.

³ State EOC Activations have been made for State of the Union, Presidential Inauguration, Nuclear Security Summit, etc.

⁴ Heat emergency plan is activated when the heat index (an accurate measure of how hot it really feels when the effects of humidity are added to the high temperatures) reaches 95 degrees.

⁵ Includes training provided to foster parents, children, senior groups, neighborhood associations, colleges and universities, Business Improvement Districts, faith-based organizations, and deaf and hard of hearing residents, etc.



Plans and Preparedness Division

SUMMARY OF SERVICES

The HSEMA Plans and Preparedness Division (P&P) facilitates the comprehensive planning that promotes resiliency in government agencies, our communities and critical infrastructure. This includes developing and revising comprehensive plans to address an array of emergency management and domestic homeland security contingencies that promote effective mitigation, preparedness, response and recovery. Specifically, P&P devises plans to address all-hazards preparedness, critical infrastructure protection, hazard mitigation, environmental management, long-term recovery, continuity and catastrophic disaster contingencies. Also, P&P is responsible for the administration of post-disaster long-term recovery and mitigation programs which ensure District residents and businesses have sufficient support and resources to recover, rebuild and sustain critical operations in the aftermath of a disaster.

OBJECTIVE 1: Identify the District's greatest risks, prioritize our preparedness efforts according to those risks, and enhance capabilities that address the risks.

OBJECTIVE 2: Devise contingencies to sustain essential government operations and protect critical infrastructure and key assets.

INITIATIVE 1.1: Develop continuity of operations (COOP) plans for non-primary Emergency Support Function (ESF) agencies.

The Continuity of Operations (COOP) Program creates viable COOP Plans to ensure that District agencies with primary and supporting Emergency Support Function (ESF) roles in the Disaster Response Plan (DRP) can sustain essential functions during and after emergencies. Between FY2008, FY2009, and FY2010 YTD, HSEMA established a formal COOP Program including the development of a COOP framework and plan template to support the government-wide planning initiative. A crucial component of the planning process involves building consensus among the stakeholders. HSEMA successfully finalized plans for fourteen primary ESF agencies.⁶

The FY 2011 schedule will involve an annual review and revision of the COOP template, an assessment of agency COOP planning needs, collaboration with agencies to conduct planning meetings/interviews and facilitate plan adoption, and providing technical assistance supporting COOP training and exercises as necessary. HSEMA will coordinate with the following COOP stakeholders:

- OUC - Public Safety Communications Center (PSCC);

⁶ Executive Office of the Mayor, Office of Communications, Serve DC, Homeland Security and Emergency Management, District Department of Transportation, Metropolitan Police Department, District Department of Health, Fire and EMS, Department of Public Works, Department of the Environment, Office of Contracting and Procurement, Office of the Chief Technology Officer, Office of Unified Communications, and the District Department of Human Services.



- District Department of Human Resources (DCHR);
- Department of Real Estate Services (DRES)⁷;
- Department of Mental Health (DMH);
- District of Columbia Public Schools (DCPS)⁸;
- District of Columbia Water and Sewer Authority (DC Water).

Completion deadline: September 30, 2011.

INITIATIVE 1.2: Sustain a systematic critical infrastructure program

HSEMA will engage critical infrastructure stakeholders and provide technical assistance to District and private sector partners to identify critical assets. The information generated will be retained in a central repository⁹. This allows stakeholders to assess vulnerabilities, prioritize protective measures and improve security protocol to build resiliency. Completion deadline: September 30, 2011.

INITIATIVE 1.3: Review and update plans identified through Emergency Management Accreditation Program.

As part of the voluntary EMAP Standards accreditation process, the following plans were identified that were in need of revisions or development due to the EMAP standards: the Joint Information Center Plan; the Public Communications, Alerts, and Warnings Plan; and an External Affairs Plan. Completion deadline: September 30, 2011.

PROPOSED KEY PERFORMANCE INDICATORS- Plans and Preparedness Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Number of COOP plans developed for lead Emergency Support Function agencies. ¹⁰	6	6	12	6	TBD	TBD

⁷ Since DRES involves numerous facilities, HSEMA will work with DRES officials to develop an Implementation Plan that will outline alternative approaches for completing the COOP planning process.

⁸ Since DCPS involves numerous facilities, HSEMA will work with DCPS officials to develop an Implementation Plan that will outline alternative approaches for completing the COOP planning process.

⁹ The Automated Critical Asset Management System (ACAMS) is a Web-enabled information services portal that helps state and local governments build critical infrastructure/key resource (CIKR) protection programs in their local jurisdictions. ACAMS provides a set of tools and resources that help law enforcement, public safety and emergency response personnel to collect and use CIKR asset data and assess vulnerabilities, develop all-hazards incident response and recovery plans, and build public-private partnerships.
http://www.dhs.gov/files/programs/gc_1190729724456.shtm

¹⁰ All COOP plans for lead ESF agencies were completed in FY10.



Number of critical infrastructure plans (CIP) developed, reviewed and/or updated ¹¹ .	NA	1	1	1	1	1
Review and update HSEMA plans annually	Baseline	10	TBD	TBD	TBD	TBD

Training and Exercise Division

SUMMARY OF SERVICES

It is the primary responsibility of the Training and Exercise Division to ensure that all relevant individuals are able to operate in their respective roles, by offering training courses, hazard and capabilities-based exercises and plan validations. The Division also identifies training deficiencies in the target audience through after-action reports (AARs) and resolves those deficiencies by identifying and tracking corrective actions.

OBJECTIVE 1: Ensure compliance with Homeland Security Exercise and Evaluation Program¹² (HSEEP) requirements.

OBJECTIVE 2: Ensure that all programs and exercises are compliant with National Incident Management System¹³ (NIMS) standards and guidelines.

OBJECTIVE 3: Ensure that all programs, training classes and exercises incorporate requirements for the District’s special needs population.

¹¹ Only one CIP Plan will be developed because the District of Columbia is a single jurisdiction.

¹² HSEEP is a capabilities and performance-based exercise program which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning. HSEEP Policy and Guidance is presented in detail in HSEEP Volumes I-III, US Department of Homeland Security. Adherence to the policy and guidance presented in the HSEEP Volumes ensures that exercise programs conform to established best practices and helps provide unity and consistency of effort for exercises at all levels of government. https://hseep.dhs.gov/pages/1001_About.aspx.

¹³ The National Incident Management System (NIMS) is a nationally mandated systematic, proactive approach to guide agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment. NIMS provides the template for the management of incidents nationwide, The Secretary of Homeland Security, through the National Integration Center (NIC), publishes the standards, guidelines, and compliance protocols for determining whether a Federal, State, tribal, or local government has implemented NIMS as is federally mandated and required for DHS funding.



INITIATIVE 3.1: Include special needs target populations in emergency preparedness through training, exercises and outreach.

In FY10 all HSEMA training facilities were brought into compliance with the Americans with Disabilities Compliance Plan. In FY11, HSEMA will focus on the inclusion of the District’s special needs target populations by strengthening emergency training offerings and exercise opportunities for these communities. This includes conducting emergency preparedness training in each of the District’s eight wards, conducting three training seminars for residents with Limited English Proficiency/No English Proficiency, sponsoring trainings for the Disabled and other special needs population, and conducting a Functional Exercise of DC Alert to test the response of District residents and businesses to potential emergencies. Completion deadline: September 30, 2011.

OBJECTIVE 4: The Training and Exercise Division will engage local, regional, federal and private sector entities in the development and execution of training and exercises when required.

PROPOSED KEY PERFORMANCE INDICATORS-Training and Exercise Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Percent of all programs and exercises compliant with National Incident Management System (NIMS) standards and guidelines	100%	100%	100%	100%	100%	100%
Present of all programs, training classes and exercises incorporate requirements for the District’s special needs population	100%	100%	100%	100%	100%	100%
Increase exercise participants’ satisfaction rating by 5% annually	Not Available	80%	TBD	TBD	TBD	TBD
Percentage of corrective action items in after action reports successfully implemented in	100%	100%	100%	100%	100%	100%



compliance with HSEEP ¹⁴						
Percentage of new District employees trained in emergency preparedness	100%	100%	100%	100%	100%	100%
Number of exercises conducted	7	4	1	TBD	TBD	TBD

Operations Division

SUMMARY OF SERVICES

The Operations Division provides situational awareness, logistical and resource support, and a field command operation to coordinate incident response, mitigation, and recovery to emergencies, severe weather conditions, disasters and other major events impacting quality of life. The Operations Division also provides a command and control element that supports District and Federal agencies during special events such as the Caribbean Festival, Independence Day on the National Mall, Capital Pride, and Presidential Inauguration, etc. The Operations Division includes a 24-7 Emergency Operations Center (EOC) that works closely with Emergency Support Function agencies in preparation for and during EOC activation. On a day-to-day basis, the Joint All Hazards Operation Center within the EOC serves as the central hub of communications, processing information from a myriad of sources, analyzing and disseminating it to District, regional, Federal partners, businesses, and the public to create a common operating picture, and to provide relevant and useful information for taking protective actions.

OBJECTIVE 1: Ensure a common operating picture during emergencies to facilitate informed decision-making and response.

OBJECTIVE 2: Coordinate and integrate all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters

INITIATIVE 2.1: Integration of Closed Circuit TV (CCTV) systems into a single interoperable program.

In FY10 HSEMA successfully integrated the District of Columbia Public Schools’ and District Department of Transportation’s CCTV monitoring centers into HSEMA’s operations. In FY11, HSEMA will continue this effort and integrate disparate District CCTV systems into a single interoperable program. The interoperable program will enhance the District’s ability to monitor and facilitate real-time and post incident video

¹⁴ HSEEP requires standardized After Action Reporting and encourages the use of the DHS Corrective Action Program (CAP) System for monitoring progress. See https://hseep.dhs.gov/pages/After_Action_Reporting.aspx and <https://hseep.dhs.gov/support/CAPSOversviewandFAQ.pdf>



capture, storage and distribution as part of its all-hazards mission to respond to and recover from emergencies while ensuring the privacy civil liberties of all. In forthcoming years, HSEMA will begin to integrate other CCTV systems such as the District of Columbia Housing Authority, Washington Metropolitan Area Transit Authority, CSX Corporation, and local private businesses

PROPOSED KEY PERFORMANCE INDICATORS-Operations Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Number of notifications disseminated within 15 minutes of receipt	Not Available	Not Available	Baseline	TBD	TBD	TBD
Percentage of agencies satisfied with daily emergency management activities	Baseline	90%	TBD	TBD	TBD	TBD
Number of District special events supported each quarter	4	4	8 ¹⁵	TBD	TBD	TBD
Number of tests performed on the EMNet system daily.	Not Available	Not Available	Baseline	TBD	TBD	TBD

¹⁵ The total number of special events (approved by the Mayor's Special Events Task Group) supported by HSEMA Operations Division for FY2010 is 30.



Homeland Security Grants Division

SUMMARY OF SERVICE

The HSEMA Grants Division serves as the State Administrative Agent (SAA) for the federal homeland security grant programs that are awarded to the District of Columbia, and also for those grant programs awarded to the National Capital Region (NCR), which encompasses neighboring counties in Maryland and Virginia. A regional policy advisory group and representatives from the District, Maryland and Virginia jurisdictions plan and coordinate the regional grant programs administered by the HSEMA Grants Division include the NCR Urban Area Security Initiative (UASI), Nonprofit Security Grant Program (NSGP), Transit Security Grant Program (TSGP), and Regional Catastrophic Planning Grant Program (RCPGP) grant programs that are administered by the HSEMA Grants Division. The HSEMA Grants Division is also responsible for several local¹ grant programs awarded by the U.S. Department of Homeland Security (DHS) including the State Homeland Security Program (SHSP), Citizen Corps Program (CCP), Buffer Zone Protection Program (BZPP), Emergency Management Performance Grant (EMPG), Emergency Operations Center Grant (EOCG), Public Safety Interoperable Communications Grant (PSIC), and Interoperable Emergency Communications Grant Program (IECGP).

The HSEMA Grants Division provides programmatic oversight to the numerous individual grant-funded homeland security projects in the District of Columbia and the NCR to ensure that the projects are making progress, meeting milestones, and are in compliance with the applicable grant guidance. The HSEMA Grants Division tracks the financial status of sub-grants and authorizes reimbursement payments for the allowable expenses that these projects incur. The HSEMA Grants Division provides programmatic and financial status updates for these grant programs to local and regional governance bodies. Finally, the HSEMA Grants Division is responsible for writing and submitting the annual grant applications for all local and regional UASI grant programs.

OBJECTIVE 1: Improve the District's and the Region's administration of grant funding for preparedness, response, and recovery capabilities.

INITIATIVE 1.1: Develop a risk-based monitoring plan for subgrantees.

This risk-based monitoring plan will determine if subgrantees receive site-based monitoring visits and/or desk audits. The risk will be determined by a variety of factors, to include, but not limited to: grant award amount; time left in the period of grant performance; balance remaining; rate of spending; previous grant performance. Completion deadline: September 30, 2011.

OBJECTIVE 2: Identify emergency preparedness areas in need of improvement.

INITIATIVE 2.1: Develop a database/reporting tool to track performance standards for subgrantees.

This database/ reporting tool will be used to track the performance standards for subgrantees. These standards will help leadership determine the appropriate allocation of



additional grant resources. It is anticipated a performance management component will be included in the revised Grants Management System (GMS) which is currently under development. Completion deadline: September 30, 2011.

OBJECTIVE 3: Provide critical information for dissemination, as needed, to Congress, the public, the media, and the emergency management community.

KEY PERFORMANCE INDICATORS-Homeland Security Grants Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Percentage of grant dollars spent within the timeframe of the grants	Not Available	100%	100%	100%	100%	100%
Number of audit exceptions reported in the annual DC Single Audit ¹⁶	Not Available	Not Available	6	TBD	TBD	TBD
Percentage of subgrants issued within 45 days of award receipt	Not Available	Not Available	Baseline	80%	85%	90%
% of subgrantee's budget spent on programmatic costs ¹⁷	Not Available	Not Available	Not Available	65%	65%	65%
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ¹⁸	Not Available	Not Available	Not Available	100%	100%	100%

Agency Management / Office of the Director

SUMMARY OF SERVICES

Agency Management/Office of the Director division is responsible for resource and financial

¹⁶ The Department of Homeland Security grants are audited annually in the District of Columbia's Single Audit of federal grant expenditures; it can be concluded that the fewer number of audit exceptions reported is an indicator of stronger management and oversight by the HSEMA Grants Division staff.

¹⁷ The Wise Giving Alliance of the Better Business Bureau identifies 65% to be an industry standard for this measure <http://www.bbb.org/us/Charity-Standards/>. This metric measures all subgrantees' programmatic costs as a percentage of their overall costs.

¹⁸ Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%.



management, purchasing, technology infrastructure, human resource management, fleet management services, risk management, accreditation process management, special event planning, outreach, operations support, and executive direction to internal agency divisions to support the overall agency mission efficiently and effectively.

The Office of the Director coordinates citywide incident command and control for the Executive, as well as provides leadership to the Washington region as members of the National Capital Region (NCR) homeland security policy advisory group. This regional policy advisory group is comprised of Homeland Security and Emergency Management representatives from the District, Maryland and Virginia jurisdictions and coordinates the regional Urban Areas Security Initiatives (UASI) programs and other homeland security grants awarded to the NCR by the U.S. Department of Homeland Security.

OBJECTIVE 1: Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.

OBJECTIVE 2: Increase awareness to the public and District agencies on community preparedness, resiliency and emergency management.

INITIATIVE 2.1: Expand outreach activities to special needs populations.

In FY11, HSEMA will launch a Citizen Preparedness and Public Outreach Program by conducting emergency preparedness seminars in each of the District's eight wards, conducting three seminars with appropriate materials for residents with Limited English Proficiency/No English Proficiency, sponsoring seminars and outreach presentations for the Disabled and other special needs population, and two Emergency Preparedness Diversity Fairs to provide preparedness information for residents, business owners, and special needs populations throughout the District. Completion deadline: September 30, 2011.

OBJECTIVE 3: Ensure that the District of Columbia's overall homeland security objectives are addressed as part of the NCR UASI homeland security grant awards decision-making process.