



FY 2012 PERFORMANCE PLAN
District of Columbia Homeland Security and Emergency Management Agency

MISSION

The Mission of the District of Columbia Homeland Security and Emergency Management Agency is 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) **Plans and Preparedness Division** facilitates the comprehensive planning that promotes resiliency in government agencies, our communities and critical infrastructure; 2) **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; 3) **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; 4) **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; and 5) **Agency Management / Office of the Director** provides leadership to internal agency operations to perform its overall mission efficiently and effectively, leads the Mayor's Special Events Task Group, and supports a community engagement program and public information program to connect with and inform the public, as well as provides leadership to the Washington region as members of the National Capital Region homeland security policy advisory group.

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 Actual	FY2011 Actual	FY2012 Projection
Number of Alert DC messages disseminated	4559	4405	3361	4000
Homeland Security Grant dollars managed	\$291,146,342	\$330,149,608 ¹	\$318,976,519	\$318,976,519
Number of grant projects managed	473	523	349	508
Number of Special Events that have been approved ² by the Mayor's Special Events Task Group	104	100	113	100
Number of After Action Reports developed as a result of incidents and emergencies	4	1	5 ³	1
Number of partial and full Emergency Operations Center activation ⁴	12	8	7	TBD
Number of Heat Emergency Plan Activations ⁵	8	43	TBD	TBD
Number of Trainings provided to First Responders, District employees, and the public ⁶	78	70	47	60
Number of Individuals Trained at HSEMA	2074	1834	698	1200

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 Presidential State of the Union and January 26 Snow Real World Event – January 2011, July 4th EOC Activation – July 2011, North Capitol Street Power Outage – May 2011, and Hurricane Irene Activation – August 2011.

⁴ State EOC Activations have been made for State of the Union, Presidential Inauguration, Nuclear Security Summit, etc.

⁵ 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.

⁶ 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 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.

INITIATIVE 1.1: Develop continuity of operations plans (COOP) for the District's public school (DCPS) system (Public Safety).

This initiative aims to strengthen preparedness planning and training infrastructure in the DCPS system. COOP planning will improve DCPS's ability to: 1) Respond, mitigate from all types of hazards, 2) Increase the resilience of schools to address and respond to a disaster and 3) Develop protocols and tools to prepare DCPS system to prepare for, respond to and recover from emergency events. HSEMA will also develop planning and training resources for DCPS to help them identify preparedness challenges and opportunities, and allow them to evaluate their existing protocols and capabilities to respond to emergencies.

INITIATIVE 1.2: Develop continuity of operations plans (COOP) for District government agencies (Public Safety).

This initiative focuses specifically on Cabinet level agencies and will include a COOP Summit to be held in the first quarter of FY12. Cabinet level agencies will bring their existing plans, identify the basic elements of their plans, identify agencies that are interdependent to their COOP plans at the COOP Summit, and work towards finalizing their COOP plans and Memoranda of Agreement. All Cabinet level agencies will have a completed COOP plan by end of FY12.

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



PROPOSED KEY PERFORMANCE INDICATORS – Plans and Preparedness Division

Measure	FY09 Actual	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Number of COOP plans developed for lead Emergency Support Function agencies (ESF) ⁷	6	12	6	17	TBD	TBD	TBD
Number of critical infrastructure plans (CIP) developed, reviewed and/or updated ⁸	N/A	1	1	1	1	1	1
Number of reviewed and updated HSEMA plans annually	Baseline ⁹	36	10	19	29	29	29
Percentage of finalized CONOPS (Concept of Operations Plan) within 72 hours of EOC Activations for planned events	N/A	N/A	100%	100%	100%	100%	100%

⁷ All COOP plans for lead ESF agencies were completed in FY10.

⁸ Only one CIP Plan will be developed because the District of Columbia is a single jurisdiction.

⁹ FY2009 was the initial year that this KPI is being measured.



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 Program (HSEEP) requirements.¹⁰

OBJECTIVE 2: Ensure that all programs and exercises are compliant with National Incident Management System (NIMS) standards and guidelines.¹¹

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

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.

INITIATIVE 4.1: Conduct a multiyear exercise and corrective action program that supports a building block approach to exercises and training (Public Safety).

HSEMA will design, develop, conduct and evaluate an exercise and corrective action program. This initiative will provide training and exercise opportunities for stakeholder participation that will help stakeholders to identify risks, training needs, and evaluate response capabilities. HSEMA will work with partners in the District, National Capital Region and federal government to develop and execute a risk-based training and exercise program focusing on capabilities necessary for managing all types of hazards in the District.

¹⁰ 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.

¹¹ 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 4.2: Conduct eight Ward-based trainings/exercises/tabletops culminating in at least one annual full scale Citywide Exercise (Public Safety).

HSEMA will provide stakeholders in each of the District’s eight Wards with an opportunity to engage in exercises focusing on emergency preparedness issues germane to each Ward to build community preparedness and address requirements for access and functional needs populations. In addition, HSEMA will also work with residents to increase their participation in exercises, which fosters the collaborative process and partnership. HSEMA believes Ward-based training, exercises, and tabletops will build upon and integrate current efforts including the revision of the District Response Plan, Community Emergency Management Plans, Ward based community outreach efforts, special needs planning, as well as outreach efforts to communities where English is a second language.

PROPOSED KEY PERFORMANCE INDICATORS – Training and Exercise Division

Measure	FY09 Actual	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Percentage of all programs and exercises compliant with National Incident Management System (NIMS) standards and guidelines	100%	100%	100%	100%	100%	100%	100%
Percentage of all programs, training classes and exercises incorporate requirements for the District’s special needs population	100%	100%	100%	100%	100%	100%	100%
Increase exercise participants’ satisfaction rating by 5% annually	N/A	64%	80%	80%	TBD	TBD	80%
Percentage of corrective action items in after action reports successfully implemented in compliance with HSEEP	100%	100%	100%	100%	100%	100%	100%
Percentage of new District employees trained in emergency preparedness	100%	100%	100%	N/A ¹²	N/A ¹³	N/A ¹⁴	N/A ¹⁵

¹² This data is no longer available. In the past, HSEMA’s outreach staff delivered new hire orientation. The Training and Exercise Division is no longer directly involved in the delivery of new hire orientation. The Office of Personnel has made the new hire orientation available to new hires via video.

¹³ See citation 12

¹⁴ See citation 12

¹⁵ See citation 12



Measure	FY09 Actual	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Number of exercises conducted	7	2	4	4	5	5	5
Percentage of After Action Reports (AAR) completed after every exercise ¹⁶	100%	100%	100%	100%	100%	100%	100%

¹⁶ May be a short AAR, Summary with Evaluations, Quick look, or full AAR depending on depth and breadth of exercise.



Operations Division

SUMMARY OF SERVICES

The Operations Division provides situational awareness, logistical and resource support, and a field command operation to coordinate critical 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 an 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 24-7 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.

INITIATIVE 1.1: Develop a real time situational awareness viewer for emergency managers that will enhance the consolidation of relevant information from numerous data sources (Public Safety).

The viewer will provide emergency managers the capability to manage data quickly and easily as well as compile and disseminate reports and alerts to first responders and decision makers to aid in resource deployment. The situational awareness viewer will manage data such as transportation alerts and traffic patterns, 911 calls, weather reports, service disruptions (i.e. power outages), public safety information dispatched for service and suspicious activity reports.

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: Enhance awareness of all hazards threats by co-locating the Emergency Operations Center with the Washington Regional Threat and Analysis Center (Public Safety).

The co-location will help both the response personnel in the 24-hour Joint All Hazards Operations Center and the information analysts in the Washington Regional Threat and Analysis Center to become better informed when assessing incidents, disasters, and coordinating emergency response and resources to assist our community partners.



PROPOSED KEY PERFORMANCE INDICATORS – Operations Division

Measure	FY09 Actual	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Number of District special events supported each quarter ¹⁷	4	8 ¹⁸	4	TBD	TBD	TBD	TBD
Number of unannounced tests of the Emergency Alert System completed annually	N/A	365	365	365	365	365	365
Percentage of After Action Reports (AAR) for every Emergency Operations Center activation ¹⁹	N/A	N/A	N/A	N/A	Baseline ²⁰	100%	100%
Percentage of testing the Emergency Operations Center Emergency Communications tools ²¹	N/A	N/A	N/A	N/A	Baseline ²²	100%	100%
Updating Emergency Contact list on WebEOC ²³	N/A	N/A	N/A	N/A	Baseline ²⁴	100%	100%

¹⁷ This value was obtained using the following formula: # of FY11 events (September 30, 2010 to October 1, 2011) HSEMA Operations Division supported divided by four quarters per year = # of Special events supported per quarter

¹⁸ The total number of special events approved by the Mayor’s Special Events Task Group and supported by HSEMA Operations Division for FY2010 is thirty.

¹⁹ For all planned and unplanned EOC activations, each AAR will include the collection of Situation Reports, final summary memo with documentation that closes out the activation activity.

²⁰ FY2012 is the first year this KPI will be measured

²¹ Includes Conference Bridge testing at every shift every day, Video teleconference testing every week with other EOCs in the National Capital Region, and EOC stationary satellite phone testing annually (with other EOCs and select Cabinet members).

²² FY2012 is the first year this KPI will be measured

²³ Quarterly updates of emergency contacts for key utilities (such as PEPCO, DC Water, etc.), Emergency Liaisons, federal partners, Cabinet members, etc.

²⁴ FY2012 is the first year this KPI will be measured



Homeland Security Grants Division

SUMMARY OF SERVICES

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 local 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 and procure a grants management system to help manage information and develop a mechanism to gather and extract information and to improve the division's ability to analyze, provide business intelligence and help evaluate projects costs (Public Safety).

HSEMA manages approximately 500 active subgrants. To increase efficiency of HSEMA personnel and of its subgrantees, the agency has embarked on the development of a Comprehensive Grants Management System (CGMS). To date, HSEMA has developed a detailed framework for creating and implementing CGMS. Currently, a requisition is at OCP in order to select the vendor to perform these services.

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

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



PROPOSED KEY PERFORMANCE INDICATORS – Homeland Security Grants Division

Measure	FY09 Actual	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Percentage of grant dollars spent within the timeframe of the grants	N/A	100%	100%	100%	100%	100%	100%
Number of audit exceptions reported in the annual DC Single Audit ²⁵	N/A	6	N/A	2	TBD	TBD	TBD
Percentage of subgrants issued within 45 days of award receipt	N/A	Baseline ²⁶	80%	97.4%	85%	90%	90%
Percentage of subgrantee’s budget spent on programmatic costs ²⁷	N/A	N/A	65%	90.25%	65%	65%	65%
Percentage of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ²⁸	N/A	N/A	100%	100%	100%	100%	100%

²⁵ 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.

²⁶ FY2010 is the first year this KPI will be measured

²⁷ 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.

²⁸ 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%.



Agency Management / Office of the Director

SUMMARY OF SERVICES

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

INITIATIVE 1.1: Develop and implement a Strategic Analysis and Information Sharing Program (Public Safety).

The Strategic Analysis and Information Sharing program will be established to provide subject matter expertise to develop and support HSEMA's all hazards mission. This program will also provide strategic analysis developed through all sources of information, and support HSEMA outreach, operations, planning and preparedness, training and exercises and all-hazards response. This program will give the agency a broader and more strategic approach in emergency preparedness and homeland security and will work closely with the Washington Regional Threat and Analysis Center.

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

INITIATIVE 2.1: Employ multi-faceted outreach and marketing strategies to engage non-traditional communities in preparedness (Public Safety).

In FY12, HSEMA will launch an outreach marketing and promotion campaign by developing a multi-faceted, all-hazards media strategy to keep District residents, visitors and workers informed about and prepared for emergency situations. This campaign will focus on employing multi-media strategies such as the use of social media, radio public service announcements, print media, DC Alerts, and hosting events targeting specific communities including those with access and functional needs, faith based leaders, business and private sectors, and the youth.



INITIATIVE 2.2: Establish the Presidential Inauguration Committee²⁹ (Public Safety).

In late FY12, HSEMA will establish the DC Presidential Inauguration Committee to plan and coordinate the Government of the District of Columbia’s support and resources for the 57th Presidential Inauguration, as necessary, to preserve public order and protect life, health and property.

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.

PROPOSED KEY PERFORMANCE INDICATORS – Agency Management / Office of the Director

Measure	FY09 Actual	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Number of HSEMA planned outreach events ³⁰	N/A	N/A	20	37	55	55	55
Percent increase of recipients of DC Alerts ³¹	N/A	N/A	15%	23%	16%	17%	18%
Percentage of Neighborhood Block Party Permits processed within 15 business days ³²	N/A	N/A	N/A	N/A	Baseline ³³	100%	100%
Percentage of travel reimbursements processed and closed within 30 business days of receipt ³⁴	N/A	N/A	N/A	N/A	Baseline ³⁵	100%	100%

²⁹ The 57th Presidential Inauguration will be held on January 20, 2013, which is the second quarter of FY13.

³⁰ FY12,13 and 14 projections are based on eight ward events, up to twelve DC language access and functional needs community events, up to eight events anticipated from the Office of the Director, ten community emergency management planning meetings, up to five National Preparedness Month (NPM) events, up to twelve Truck Touch events- up. FY11 values are based on estimated number of events annually which includes: three focus groups in 2010, eight ward based exercises in 2011, one functional exercise of DC alert in 2011, four special needs seminars in 2011, ten community management planning meetings in 2011, ten Truck Touch events for the Deputy Mayor’s office in 2011, four events for NPM in 2011 and the severe weather symposium in 2011.

³¹ As of 9/16/11, FY11 users: 44,546. FY10 users: 34,176. YTD total: 117,145.

³² Upon HSEMA receipt of completed applications.

³³ FY2012 is the first year this KPI will be measured.

³⁴ Process begins once travel reimbursement request documentation has been submitted by staff.

³⁵ FY2012 is the first year this KPI will be measured.