



**FY 2014 PERFORMANCE PLAN
Homeland Security and Emergency Management Agency**

MISSION

The mission of the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) 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 SERVICES¹

HSEMA plans and prepares for emergencies, coordinates emergency response and recovery efforts, provides training and conducts exercises for emergency first responders, employees and the public, provides emergency preparedness information to the public, and disseminates emergency information.

PERFORMANCE PLAN DIVISIONS

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

AGENCY WORKLOAD MEASURES

Measures	FY 2012 Actual	FY 2013 YTD ²
Number of Alert DC messages disseminated	5,770	3,122
Homeland security grant dollars managed	\$268,284,524	\$208,126,608
Number of grant projects managed	518	473
Number of special events that have been processed by the Mayor’s Special Events Task Group (MSETG)	102	86
Number of partial and full Emergency Operations Center activation	8 ³	6
Number of Heat Emergency Plan Activations ⁴	25	9
Number of trainings provided to first responders, District employees, and the public ⁵	44	36
Number of individuals trained at HSEMA	680	953

¹ The FY14 Performance Plan reflects the realignment that HSEMA undertook throughout FY13.

² Data is current as of the 3rd Quarter of 2013.

³ For FY12, HSEMA held full/partial activations during the following events: January 26th Severe snow storm, State of the Union- 1/12/12, DC Elections 4/13/12, IMF meeting demonstration (4/12 and 9/12), Independence Day (7/4/12), Derecho Storm (6/12-7/12), and 9/11 Anniversary (9/11/12).

⁴ Heat emergency plan is activated when the heat index (an accurate measure of how hot it 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.



Operations Directorate

SUMMARY OF SERVICES

The Operations Directorate 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 Directorate also provides a command and control element that supports District and Federal agencies during special events such as Independence Day on the National Mall, Capital Pride, and Presidential Inauguration, etc. The Operations Directorate manages the District's Emergency Operations Center (EOC), a central facility for command and control of emergency operations that coordinates interagency response to and recovery from major emergencies. The EOC works closely with Emergency Support Function agencies in preparation for and during EOC activations. On a day-to-day basis, the 24/7 Joint All Hazards Operation Center (JAHOC) 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.

Additionally, within the Operations Directorate is the Washington Regional Threat Analysis Center (WRTAC) which provides tactical and strategic intelligence (collection, analysis, and dissemination), to support District law enforcement agencies, other first responders, homeland security, emergency management, public health and the private sector. The WRTAC also provides intelligence support to deliberate and crisis planning, works to increase situational awareness, and provides real-time threat warning during operations for the EOC and the JAHOC, as well as to HSEMA and DC City Cabinet leadership.

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

INITIATIVE 1.1: Integrate the Joint All Hazard Operation Center (JAHOC) and the Washington Regional Threat Analysis Center (WRTAC) into the new Emergency Operation Center (EOC)/Incident Command Structure (ICS).

In FY14, the HSEMA will develop defined activation levels for Emergency Operation Center/Incident Command Structure, including standard operating procedures (SOPs) for how information flows from the Joint All Hazard Operation Center and the Washington Regional Threat Analysis Center into the EOC during activations. At the completion of the SOP development, the roles of JAHOC and WRTAC will be formerly integrated into the FY14 update of the District Response Plan. **Completion Date: September 2014.**

INITIATIVE 1.2: Improve disaster logistics capability for the District Government.

Using a standardized approach and validated measurement criteria, HSEMA will lead the District Government in using the national Logistics Capability Assessment Tool (LCAT). The LCAT will objectively evaluate the District's capability to perform basic logistics response and recovery functions and target specific areas that need improvement. It is a



collaborative logistics planning and preparedness tool that will improve the common operating picture for the District’s responders. Completion Date: September 2014.

INITIATIVE 1.3: Refine a method for operationalizing social media information pertaining to disasters, emergencies, and events in the District and NCR.

In FY13, this initiative took the first step in developing a plan and associated protocols to review and analyze social media information to visualize spikes and prevalent themes in social conversations, which will contribute to relief and response actions. In FY14, this plan will be further refined and standard operating procedures will be institutionalized.

Completion Date: September 2014.

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: Improve Emergency Operation Center (EOC) performance through the continued implementation of the Incident Command System (ICS).

The next phase of the implementation of the Incident Command Structure in the Emergency Operations Center will require identification of training requirements and yearly training plan for HSEMA and emergency liaison officers. A variety of training activities will be conducted based on EOC positions, scenarios, and recommendations from after-action reports to include additional training with the Federal Emergency Management Agency Incident Management Assistance Teams.

Completion Date: September 2014.

KEY PERFORMANCE INDICATORS – Operations Directorate

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ⁶	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of Emergency Liaison Officer contact information validated and/or updated quarterly ⁷	3	4	99 ⁸	100	100	100
Number of District special events supported each quarter	4	4	30	4	4	4
Number of unannounced tests of the Emergency Alert System completed annually	365	365	273	365	365	365
Number of HSEMA Operations Center System Checklist Tests ⁹	1,098	1,095	822	1,095	1,095	1,095

⁶ Data is current as of the 3rd Quarter of 2013.

⁷ FY12 was the first year this KPI was measured. This key performance indicator responds to DC Auditor Report (March 3, 2009) recommendation that HSEMA should regularly track and update the lists of Emergency Liaison Officers (ELOs).

⁸ Procedures were changed following several activations to reflect the need to validate ELO contact information more frequently.

⁹ Operations Division performs tests on the following systems three times daily: HMARS, RITTIS Login, TTDY, EMNET, RICCS, RSAN, Alert DC, Maryland Circuit, DCIO1 Radio Drop, WAWAS, NAWAS, DCFD Radio, MPD Radio, Conference



Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD⁶	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of system tests of the HSEMA Operations Center COOP Site	Baseline ¹⁰	24	83	24	24	24
Percent of WAWAS participants who comply with daily roll call system tests.	NA	Baseline ¹¹	Baseline	90%	90%	90%
Percentage of WRTAC analytic products on the WRTAC production plan that are completed answering a Key Stakeholder Standing Information Need (SIN), special request or a DHS Homeland Security SIN	NA	N/A	Baseline	90%	90%	90%

Call System, Desk Telephone, WebEOC Login, HSEMA TAC1 800 Radio Group, Fax Machine, HSEMA Computer Monitors, Security Cameras/ Monitors, Copier Machine, Hotlines, Activu System, HSEMA Clocks

¹⁰ FY12 was the first year this KPI was measured. This key performance indicator responds to Mayor's Order 2012-61 (April 27, 2012), which mandates that each District of Columbia cabinet-level agency shall create or update their Continuity of Operations Plan (COOP), update the plan annually, exercise the COOP annually, evaluate, and if necessary, revise the COOP.

¹¹ FY13 is the first year this KPI will be measured.



Plans and Preparedness Directorate

SUMMARY OF SERVICES

The Plans and Preparedness Directorate encompasses services including comprehensive planning, community outreach, training and exercising, and disaster recovery, to promote resiliency in government agencies, our communities, and critical infrastructure. The Directorate utilizes a “whole community” approach to engage key stakeholders in developing plans and processes that support a robust emergency management system. In addition, the Training and Exercises Division within the Planning and Preparedness Directorates offers training courses, hazard and capabilities-based exercises, and plan validations that test and bolster individual and institutional readiness, in accordance with local, District, and national standards, including the National Incident Management System and Incident Command System.

Additionally, HSEMA maintains a strong outreach program designed to educate and equip community residents and businesses to deal with hazards and the potential for disasters. The Community Outreach/Recovery Division, within the Plans and Preparedness Directorate, is responsible for the administration of post-disaster long-term recovery and mitigation programs to 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: Establish, promulgate, and institutionalize a standardized preparedness planning system that delineates the structure, plans, process, and personnel needed to effectively execute the Districts preparedness planning activities.

INITIATIVE 1.1: Institute a District-wide emergency preparedness organization that promotes interagency coordination and collaboration that integrates the Emergency Preparedness Council and creates preparedness standing and working committees.

This structure will be the official vehicle to facilitate effective emergency preparedness integration of multi-agency coordination and collaboration. The goal is to have a formal structure that engages and vets preparedness planning initiatives to continuously improve the District preparedness posture. **Completion Date: September 2014.**

INITIATIVE 1.2: Develop and/or update all-hazard preparedness plans that adhere to District, federal, and regional doctrine, generally accepted emergency management standards, principles, and best practices (Sustainable DC Plan Action CE2.2).

This initiative will improve capabilities through the full Implementation of the National Preparedness System, the National Incident Management System, and the use of emerging technologies. The focus is to define and develop supporting plans to address all-hazards response, recovery, mitigation, prevention, and protection (including hazard mitigation plans that deal with climate-related events such as extreme heat, storms and floods). This initiative will enhance operational efficiency through effective planning and management of key initiatives, assets and resources. Agency efforts to this end include developing consistent project management, enhancing emergency-management programs, coordinating services and resources with regional and federal government



agencies, and effectively managing emergency management resources. **Completion Date: September 2014.**

OBJECTIVE 2: Identify the District’s greatest risks, prioritize our preparedness efforts according to those risks, and enhance capabilities that address the risks through the engagement of District, regional, federal and private sector partners when appropriate.

INITIATIVE 2.1: Provide technical assistance to District agencies as they conduct annual reviews, updates, training, and exercise of their agency continuity of operation plans (COOP).

This initiative will support the 80 District agencies responsible for updating their COOP plans annually, exercising the COOP, evaluating, and if necessary revising their COOP plans. HSEMA will provide technical support for each of the 80 agencies as they fulfill new requirements as stipulated in a Mayor’s Order issued in 2012.

Completion Date: September 2014.

INITIATIVE 2.2: Engage all partners in the East Coast CATEX Power Restoration exercise series.

The exercise series will explore the development of a process for coordinated multi-state restoration of power culminating in a functional exercise that focuses on multi state coordination issues related to a systematic power outage event affecting a multi-state area. Proposed outcomes are to explore the power restoration process; establish private sector resource requirements; look at mutual aid agreements, refine priority restoration lists; and help public and private sector participants understand each other’s needs and gain a shared perspective. A power restoration workshop was conducted on April 30th 2013 at the Metropolitan Washington Council of Government and the functional exercise will be conducted on October 29, 2013. **Completion Date: September 2014.**

OBJECTIVE 3: Ensure compliance with Homeland Security Exercise and Evaluation Program (HSEEP) requirements and the National Incident Management System (NIMS).¹²

INITIATIVE 3.1: HSEMA will develop and maintain a progressive exercise program consistent with the National Exercise Program base plan.

HSEEP and NIMS constitutes national standards for all exercises and conduct of emergency operations. HSEMA will develop and maintain a progressive exercise and training program consistent with national standards to include no less than four exercises of any type and one full-scale exercise within a 12-month period.

Completion Date: September 2014.

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.



OBJECTIVE 4: Increase awareness to the public and District agencies on community preparedness, resiliency and emergency management.

INITIATIVE 4.1: Develop Ward Ambassador Program that aligns HSEMA employees with each Ward.

HSEMA will create resources books that catalog and map assets in each Ward and include comprehensive information on the neighborhoods, businesses and residents. Additionally, HSEMA will assign each HSEMA team member to a Ward in order to facilitate and create relationships with Ward residents, community leaders, business and local organizations. These relationships and resource books will assist in more quickly responding to and recovering from emergency incidents.

Completion Date: September 2015.

KEY PERFORMANCE INDICATORS – Plans and Preparedness Directorate

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ¹³	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of critical infrastructure program outreach meetings, seminars, workshops to Critical Infrastructure Key Resource (CIKR) partners	Baseline ¹⁴	10	11	20	25	25
Number of reviewed and/or updated HSEMA plans annually	39	25	33	25	25	25
Number of outreach initiatives to District government agencies regarding COOP plan review, exercise, and training.	Baseline ¹⁵	80	13	80	80	80
Percentage of HSEMA corrective action items in after action reports successfully addressed in compliance with HSEEP ¹⁶	100%	100%	100%	100%	100%	100%
Number of exercises completed in compliance with FEMA Emergency Management Performance Grants (EMPG) Program Guidelines	5	3	6	3	3	3

¹³ Data is current as of the 3rd Quarter of 2013.

¹⁴ FY12 was the first year this KPI was measured. The Critical Infrastructure Protection (CIP) Program is trending towards outreach and coordination with CIKR partners, to include the private sector. CIP program personnel will coordinate outreach activities to share information throughout the year.

¹⁵ FY12 was the first year this KPI was measured. Mayor’s Order 2012-61 (April 27, 2012) mandates that each District of Columbia cabinet-level agency shall create or update their Continuity of Operations Plan (COOP), update the plan annually, exercise the COOP annual, evaluate, and if necessary, revise the COOP. HSEMA will reach out to all 80 District agencies to provide technical expertise in support of this Mayor’s Order.

¹⁶ The Training and Exercises Division will review and examine each HSEMA corrective action to ensure that corrective actions are valid and appropriate for implementation. Corrective actions may be implemented as part of a short term or long term strategy, or tabled until resources are available. For FY12, HSEMA completed 112 out of 112 (100%) corrective action items.



Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD¹³	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percentage of After Action Reports (AAR) completed after every exercise ¹⁷	100%	100%	100%	100%	100%	100%
Percentage of all training classes and exercises compliant with National Incident Management System (NIMS) standards and guidelines ¹⁸	100%	100%	100%	100%	100%	100%
Percentage of all training classes and exercises that incorporate requirements for the District's special needs population ¹⁹	100%	100%	100%	100%	100%	100%
Number of events attended by HSEMA Outreach Division ²⁰	58	55	191	55	55	55

¹⁷ The AARs may be a short AAR, Summary with Evaluations, Quick look, or full AAR depending on depth and breadth of exercise.

¹⁸ For FY12, HSEMA completed 61 out of 61 (100%) exercise and training classes that are NIMS compliant.

¹⁹ For FY12, HSEMA completed 61 out of 61 (100%) exercise and training classes that incorporate requirements for the District's special needs population.

²⁰ Events are calculated 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.



Homeland Security Grants Division

SUMMARY OF SERVICES

The Homeland Security Grants Division functions under the Agency's Finance and Administration Directorate, and serves as the State Administrative Agent for the federal homeland security grant programs that are awarded to the District of Columbia, and also for those grant programs awarded to the 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 Homeland Security Grants Division including the NCR Urban Area Security Initiative, Nonprofit Security Grant Program and Regional Catastrophic Planning Grant Program grant programs that are administered by the Homeland Security Grants Division. The Homeland Security Grants Division is also responsible for several local grant programs awarded by the U.S. Department of Homeland Security including the State Homeland Security Program, Citizen Corps Program, Buffer Zone Protection Program, Emergency Management Performance Grant, Emergency Operations Center Grant, Public Safety Interoperable Communications Grant, and Interoperable Emergency Communications Grant Program.

The Homeland Security 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 Homeland Security Grants Division tracks the financial status of sub-grants and authorizes reimbursement payments for the allowable expenses that these projects incur. The Homeland Security Grants Division provides programmatic and financial status updates for these grant programs to local and regional governance bodies. Finally, the Homeland Security Grants Division is responsible for writing and submitting the annual grant applications for all local and regional homeland security 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: Improve the competitiveness of District agencies in receiving Urban Area Security Initiative grants by providing technical assistance.

The State Administrative Agent will provide technical assistance to District agencies to assist them in improving their overall scorecard ratings. The technical assistance will assist agencies in meeting deadlines and improve other causes factored into the National Capital Region Scorecard. **Completion Date: September 2014.**

INITIATIVE 1.2: Improve on risk-based approach to selection of grant proposals.

In FY13, the use of a risk-based approach to selecting grant proposals using the District Hazard Vulnerability assessment, District Threat and Hazard Identification and Risk Assessment (THIRA), and NCR THIRA was initially used to determine the best investments to support the greatest risks and capability needs. In FY14, this process will be further refined in order to provide better input and improved grant investments. **Completion Date: September 2014.**



KEY PERFORMANCE INDICATORS – Homeland Security Grants Division

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ²¹	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percentage of grant dollars spent within the timeframe of the grants	98.8%	100%	NA ²²	100%	100%	100%
Number of audit exceptions reported in the annual DC Single Audit ²³	1	1	NA ²⁴	1	1	1
Percentage of subgrants issued within 45 days of award receipt	98.3%	90%	NA ²⁵	90%	90%	90%
Number of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ²⁶	25	20	18	25	25	25

²¹ Data is current as of the 3rd Quarter of 2013.

²² Annual measure data not yet available.

²³ DHS 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.

²⁴ Annual measure data not yet available.

²⁵ Annual measure data not yet available.

²⁶ 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%. This measure was previously tracked as a percentage, but did not accurately reflect the progress of HSEMA and tracking has been changed to raw numbers starting in FY13. This action has been approved by the Office of the City Administrator.



Agency Management / Office of the Director

SUMMARY OF SERVICES

The Agency Management/Office of the Director is responsible for resource and financial management, procurement, technology infrastructure, human capital development, accreditation process management, special events planning, public information and communications programs, operations support, policy support, and executive direction to internal agency divisions. The office coordinates citywide incident command and control for the Executive, as well as provides leadership to the National Capital Region (NCR) as members of the NCR Senior Policy Group.²⁷

HSEMA manages the administration of the Mayor's Special Events Task Group (MSETG), a body responsible for organizing the City's public safety planning efforts for events requiring interagency coordination. The organizers of proposed special events are required to present event proposals to the MSETG and receive the concurrence of the group prior to the issuance of permits or licenses by the permit-granting agencies. Additionally, HSEMA is responsible for the administration of the Community Events Funding Assistance Program. The fund provides limited financial assistance to District of Columbia community-based, nonprofit organizations that are engaged in programs fostering the development of quality activities in local communities. Funding is for the exclusive purpose of offsetting some of the costs of City services required for conducting special events, and is provided through direct reimbursement to City agencies providing public services.

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

INITIATIVE 1.1: Build agency capacity and capability by establishing agency wide professional development requirements.

This initiative will seek to develop comprehensive training requirements for HSEMA employees by aligning District training requirements, agency performance measurements, federal grant requirements (*i.e.*, National Incident Management System and Stafford Act), Emergency Management Accreditation Program, and the FEMA Qualification System. HSEMA will fully implement the performance management system consistent with HR chapter 14 regulations. **Completion Date: September 2014.**

INITIATIVE 1.2: Create employee handbook, which provides guidelines for new employees and benchmarks for current staff.

This handbook will include human resource processes, acquisition processes, awards, safety measures, performance management and training requirements and schedule, employee conduct and rights. HSEMA will establish a policy manual that will support

²⁷ The National Capital Region (NCR) Senior Policy Group is comprised of homeland security and emergency management representatives from the District, Maryland and Virginia. They coordinate the regional Urban Area Security Initiative and other homeland security grants awarded to the NCR by the Department of Homeland Security.



the Executive Secretariat and Agency administration. Completion Date: September 2014.

OBJECTIVE 2: Ensure that the District of Columbia’s overall homeland security objectives are addressed as part of the National Capital Region Urban Area Security Initiative homeland security grant awards decision-making process.

INITIATIVE 2.1: Advance HSEMA to be the focal point for regional information sharing and operations in the National Capital Region (NCR).

In coordination with the NCR leadership, HSEMA will host the Regional Incident Coordination (RIC) program. HSEMA will conduct the day-to-day operations of the RIC, while working with a regional advisory body to create standard operation procedures that conducts regional information sharing.

Completion Date: September 2014.

KEY PERFORMANCE INDICATORS – Agency Management / Office of the Director

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ²⁸	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent increase of recipients of DC Alerts ²⁹	13.81%	3%	5.6%	3%	3%	3%
Percentage of documents reviewed by Executive Secretariat for compliance of Agency policy within 48 business hours	N/A	N/A	N/A	95%	95%	95%
Number of emergency preparedness media or public information messaging plans completed	N/A	N/A	N/A	12	12	12

²⁸ Data is current as of the 3rd Quarter of 2013.

²⁹ Total DC Alert recipients was 116,696 at the beginning of FY12. FY12 YTD Total= 181,136. The total increased by 13.8% in FY12.