



Homeland Security and Emergency Management Agency HSEMA (BN)

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.

ACCOMPLISHMENTS:

- ✓ HSEMA worked with the Mayor's office to request from and ultimately received three Presidential Disaster Declarations (November 8, 2011 for the Earthquake in August, July 31, 2012 for the Derecho event, and December 5, 2012 for Hurricane Sandy). HSEMA continues to work with all our partners to identify and verify the costs that are eligible for federal disaster assistance through these Presidential Declarations.



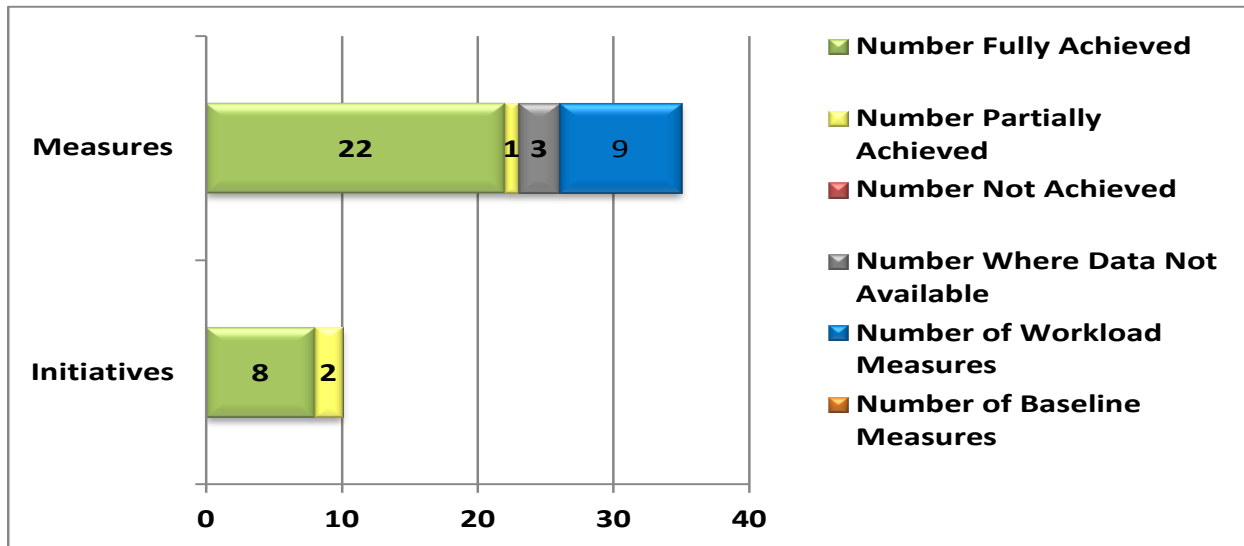
- ✓ HSEMA coordinated outreach and marketing activities in FY 2012 by engaging District residents and visitors. This was accomplished through community exercises and outreach activities during the Whole Community Exercise Series for all eight wards of the District, and by serving as the lead agency to facilitate the Great South East ShakeOut to practice response during an earthquake resulting in over 203,000 participants.

- ✓ HSEMA achieved full EMAP accreditation demonstrating a significant accomplishment of voluntary review for state and local emergency management programs. As one of only 42 accredited programs nationwide, with four cities, and over thirty states and counties, this accreditation reaffirms the District's commitment to our overall preparedness efforts and that we can respond effectively to any emergency.

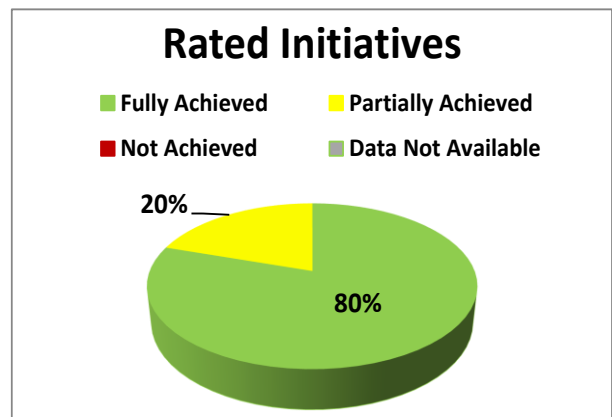
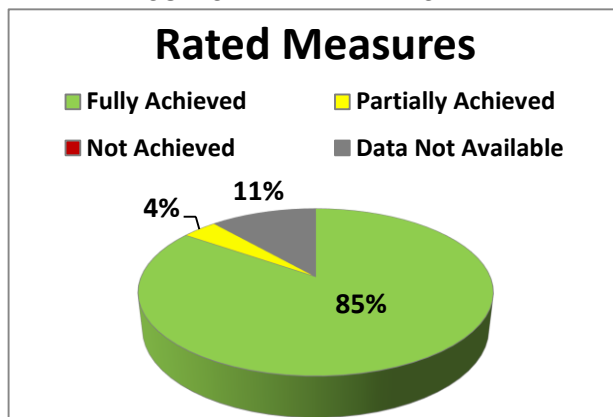


OVERALL OF AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Plans and Preparedness Division

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).

Fully Achieved: In 2012, HSEMA worked directly with DCPS personnel and provided staff support to ensure completion of its COOP plan. HSEMA accomplished this by:

- Developing planning and training resources for DCPS in order to assess, enhance, and evaluate existing protocols and plans for emergency response
- Developing plans to address gaps in existing protocols and plans to address response needs
- Training personnel, students, parents and surrounding communities on response protocols through a one day table top exercise

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

Partially Achieved: Mayoral Order 2012-61 was issued on April 27, 2012 that mandates that each cabinet-level agency:

- Create or update their COOP plan to submit to HSEMA annually,
- Designate a COOP Coordinator as Point-of-Contact for all issues relating to COOP
- Conduct an exercise of its COOP annually

According to the 2012 Annual Report to the Mayor: A Comprehensive Overview of the State of Continuity of Operations Planning in the District of Columbia developed by HSEMA, 86% of COOP plans were completed and 57% of District agencies have gone through some form of COOP training or exercises in 2012.

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

No Initiative for this objective (Objective 2 is addressed in Initiative 1.2)



Training and Exercise Division

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

No Initiative for this objective

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

No Initiative for this objective

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

No Initiative for this objective

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).**

Fully Achieved: This initiative has been achieved by identifying and collecting corrective actions as well as general observations and recommendations from a number of exercises (seminars, workshops, tabletop, drills, functional, and full scale). HSEMA engages on an ongoing basis with District, National Capital Region (NCR) and Federal government to develop and provide input to respective Training and Exercise Plans (TEP). In 2013, HSEMA will update the District's TEP to identify and document training and exercise priorities and will work with NCR stakeholders and will contribute to the NCR TEP. It is expected all TEP plans will be finalized by April 2013.

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

Fully Achieved: During National Preparedness Month, the District held the Whole Community Exercise Series involved the conduct of ward-based tabletop exercises for citizens that focused on public information and warning, notification and response during an emergency, and neighborhood plans and capabilities that support personal and community preparedness. Key outcomes included identification of community needs and preferences for public information and warning.

Operations Division

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).**

Fully Achieved: HSEMA developed the dashboard to enhance the consolidation of relevant information from numerous data sources, to quickly and easily manage data, and to efficiently compile and disseminate situation reports, alerts, and other information to emergency managers/decision makers. The District's Situational Awareness Dashboard is scheduled to be



rolled out during the Presidential Inauguration with a full feed integration anticipated in fall of 2013.

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).**
Fully Achieved: Effective April 1, 2012, under Mayor's Order 2012-37, the WRTAC relocated to HSEMA and designated as the entity that will house the day-to-day operations of the WRTAC and serve as the primary Fusion Center for the District of Columbia. HSEMA is responsible for administrative and daily oversight of the center. An Operations Manager was hired in FY 2012, and a fusion center Director will be brought on board in FY 2013. HSEMA is currently assessing the tactics, techniques, and procedures of the center and ensuring that the center is adequately staffed and led.

Homeland Security Grants Division

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).**
Partially Achieved: In 2012, the Grants Division solicited proposals from vendors for a new comprehensive grants management system. In analyzing the proposals, a determination was made that no proposal met the requirements of the Grants Division; in addition, the cost of the proposals were greater than anticipated. Because of these factors, the Grants Division elected to not purchase a new grants management system and decided to develop a more cost effective Share Point portal. Currently, the Grants Division is developing the Share Point portal with the anticipation that subgrantees will begin using the system by the end of FY13.

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

No Initiative for this objective

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

No Initiative for this objective



Agency Management / Office of the Director

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).**

Fully Achieved: HSEMA continues to seek new ways of reducing risk and the impacts of potential disasters by integrating the whole of community into hazard mitigation efforts. Toward that goal, the District completed the FEMA Threat, Hazard, Identification and Risk Assessment (THIRA) on December 31, 2012. Building upon past risk assessments, HSEMA and its partners enhanced existing risk assessment processes by including more community stakeholders and examining community-specific factors. Additionally, the District has recently completed an updated comprehensive Hazard Vulnerability Assessment (HVA) that involved a review of updated risk and hazard information. HSEMA continues to analyze the results from this assessment and is applying those results with current hazard and vulnerability information to further refine and update its risk governance framework. HSEMA also collaborated with public and private sector partners to identify and develop non-structural and structural hazard mitigation projects for funding under the FEMA Hazard Mitigation Grant Program and other available hazard mitigation funding sources. The projects range from planning, public education campaigns and infrastructure improvements to community flood control solutions.

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).

● **Fully Achieved:** HSEMA has utilized numerous programs to support community preparedness, including public education, media campaigns, training seminars, preparedness orientations and community planning meetings. In 2012, HSEMA coordinated and participated in numerous outreach and marketing activities throughout the year including:

- Promoting National Preparedness Month (NPM) by hosting events and provided support to partner agencies throughout National Preparedness Month (September). Additional 2012 NPM activities include HSEMA hosting eight community-based exercises across the city and was attended by 400 key District stakeholders who would have a role to play in disasters including the Mayor, City Council members, senior officials, response agencies, and residents. The community based exercises used scenarios to discuss protective actions and emergency for citizens to take during real life emergencies.
- Coordinating the Great SouthEast ShakeOut Earthquake Drill through media interviews and community outreach events to inform people of the October 18th regional earthquake drill. There were over 203,000 participants for this event.
- Increasing Social Media Presence by developing an iPhone/iPad application that contains important information for District residents and visitors on what to do before, during, and after an emergency or disaster has occurred. The application includes information such as emergency evacuation routes, disaster safety tips, lists of shelters that are opened after a disaster occurs, and Alert DC emergency text alerts.



- Increasing Television and Radio Marketing during hurricane season and weather triggered events by working with News Channels 8/TBD, Radio stations WTOP and WFED to push out messages on emergency preparedness information for residents and updates on existing severe weather events
- Engaging the Business Community by developing the Security Guidance for Commercial Buildings to provide information for DC building security managers and staff of local businesses on how to enhance building security.

INITIATIVE 2.2: Establish the Presidential Inauguration Committee¹ (Public Safety).

- **Fully Achieved:** The District's emergency preparedness efforts for the 57th Presidential inauguration were facilitated by the DC Presidential Inauguration Committee (DC PIC, Mayor's Order 2012-123, the citywide planning and coordinating body co-chaired by the Deputy Mayor for Public Safety Director of HSEMA). Its membership consists of District Agencies, federal, regional and local partners. District leaders began initial discussions of planning over a year ago, and the first official meeting for District-wide leadership (DC PIC Executive Committee) was held on July 17, 2012 and subsequent meetings were held monthly leading up to the Inauguration.

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.

No Initiative for this objective



Key Performance Indicators – Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program	
Plans and Preparedness Division									
	●	1.1	Number of critical infrastructure plans (CIP) developed, reviewed and/or updated	1	1		1	100%	PLANS AND PREPAREDNESS
	●	1.2	Number of reviewed and/or updated HSEMA plans annually.	19	25		39	156%	PLANS AND PREPAREDNESS
	●	1.3	Number of outreach initiatives to District government agencies regarding COOP plan review, exercise, and training	17	80		226	410.91%	PLANS AND PREPAREDNESS
	●	1.4	Percentage of finalized CONOPS (Concept of Operations Plan) within 72 hours of EOC Activations for planned events ²	100%	100%	100%	100%	100%	Plans and preparedness

² Keep this measure. I have inputted the numbers above.



	KPI	Measure Name	FY2011 YE Actual	FY2012 YE Target	FY2012 YE Revised Target	FY2012 YE Actual	FY2012 YE Rating	Budget Program
Training and Exercise Division								
●	1.1	Percentage of HSEMA corrective action items in after action reports successfully addressed in compliance with HSEEP.	100%	100%		100%	100%	TRAINING & EXERCISE
●	1.2	Number of exercises completed in compliance with FEMA Emergency Management Performance Grants Program (EMPG) Guidelines	4	5		14	280%	TRAINING & EXERCISE
●	1.3	Percentage of After Action Reports (AARs) completed after every exercise ³	100%	100%		100%	100%	TRAINING & EXERCISE
●	1.4	Percentage of exercise participants who agree that the exercise improved their emergency management knowledge and/or skills	N/A	85		87.43%	102.85%	TRAINING & EXERCISE

³HSEMA completed eight after action reports for each exercise that was completed in FY 2012.



	KPI	Measure Name	FY2011 YE Actual	FY2012 YE Target	FY2012 YE Revised Target	FY2012 YE Actual	FY2012 YE Rating	Budget Program
●	2.1	Percentage of all training classes, and exercises compliant with National Incident Management System (NIMS) standards and guidelines	100%	100%		100%	100%	TRAINING & EXERCISE
●	3.1	Percentage of all training classes, and exercises that incorporate requirements for the District's special needs population	100%	100%		100%	100%	TRAINING & EXERCISE
Operations Division								
●	1.1	Number of Emergency Liaison Officer (ELO) contact information validated and/or updated quarterly	0	4		3	100%	OPERATIONS
●	2.1	Number of District special events supported each quarter	0	4		39	975%	OPERATIONS
●	2.2	Number of unannounced tests of the Emergency Alert System completed annually	365	365		369	101.10%	OPERATIONS



	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY2012 YE Actual	FY2012 YE Rating	Budget Program
●	2.3	Percentage of After Action Reports (AARs) for every Emergency Operations Center Activation	0	50%		50%	100%	OPERATIONS
●	2.4	Number of HSEMA Operations Center System Checklist test ⁴	0	1095		1098	100.27%%	OPERATIONS
●	2.5	Number of system tests of the HSEMA ⁵ Operations Center COOP Site	0	24		54	225%	OPERATIONS
●	2.5	Percentage of testing the Emergency Operations Center Emergency Communications tools ⁶	NA	NA		NA	No data reported	OPERATIONS
●	2.7	Updating Emergency Contact list on WebEOC ⁷	NA	NA		NA	No data reported	OPERATIONS

⁴ FY 2012 is the first year this measure will be tracked.

⁵ FY 2012 is the first year this measure will be tracked.

⁶ This baseline measure was recommended to be removed in FY 2012 because it does not properly track agency performance.

⁷ HSEMA recommended this measure to be removed in FY 2012. The measure will be modified in FY 2013 to focus on tracking the "Number of Emergency Liaison Officer contact information validated and/or updated quarterly". This new measure responds to the DC Auditor Report (March 2009)



	KPI	Measure Name	FY2011 YE Actual	FY2012 YE Target	FY 2012 YE Revised Target	FY2012 YE Actual	FY2012 YE Rating	Budget Program
Homeland Security Grants Division								
●	1.1	Percentage of grant dollars spent within the timeframe of the grants	100%	100%		98.84%	98.84%	HOMELAND SECURITY GRANTS
●	1.2	Number of audit exceptions reported in the annual DC Single Audit	2	2		1	200%	HOMELAND SECURITY GRANTS
●	1.3	Percentage of subgrants issued within 45 days of award receipt	97.4%	85%		98.28%	115.63%	HOMELAND SECURITY GRANTS
●	1.4	Number of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award	100	25		25	100%	HOMELAND SECURITY GRANTS
Agency Management (Office of the Director)								
●	1.1	Percentage of travel reimbursements processed and closed within 30 business days of receipt ⁸	0	10		10	100%	AGENCY MANAGEMENT
●	1.2	Number of Alert DC messages disseminated	3361	0		5770	Workload measure	AGENCY MANAGEMENT
●	1.3	Homeland Security Grant dollars managed	3189765 19	0		268,284, 524	Workload measure	AGENCY MANAGEMENT

⁸ FY 2012 is the first year this measure will be tracked.



	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program
●	1.4	Number of grant projects managed	349	0		518	Workload measure	AGENCY MANAGEMENT
●	1.5	Number of Special Events that have been approved ⁹ by the Mayor's Special Events Task Group	113	0		104	Workload measure	AGENCY MANAGEMENT
●	1.6	Number of After Action Reports developed as a result of incidents and emergencies	5	0		4	Workload measure	AGENCY MANAGEMENT
●	1.7	Number of partial and full Emergency Operations Center activation	13	0		8	Workload measure	AGENCY MANAGEMENT
●	1.8	Number of Heat Emergency Plan Activations	27	0		25	Workload measure	AGENCY MANAGEMENT
●	1.9	Number of Trainings provided to First Responders, District employees, and the public	47	0		44	Workload measure	AGENCY MANAGEMENT
●	1.10	Number of Individuals Trained at HSEMA	689	0		698	Workload measure	AGENCY MANAGEMENT



	KPI	Measure Name	FY2011 YE Actual	FY2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY2012 YE Rating	Budget Program
●	1.11	Percent increase of recipients of DC Alerts	23%	16%		55.22%	345.13%	AGENCY MANAGEMENT
●	1.12	Number of events attended by HSEMA Outreach Division	37	55		226	410.91%	AGENCY MANAGEMENT
●	1.13	Percentage of neighborhood block party permits processed within 15 business days ¹⁰	NA	NA		NA	No data reported	AGENCY MANAGEMENT

¹⁰ HSEMA no longer tracks this measure starting in FY 2012 because the District Department of Transportation now tracks this function.