



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. The **Plans and Preparedness Division** facilitates the comprehensive planning that promotes resiliency in government agencies, our communities and critical infrastructure. The **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. The **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; manages the citywide all-hazards fusion center program. The **Homeland Security Grants Division** supports 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), and provides programmatic oversight to grant-funded homeland-security projects to ensure milestones are met and are in compliance with the applicable grant guidance. The **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 (MSETG), 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.

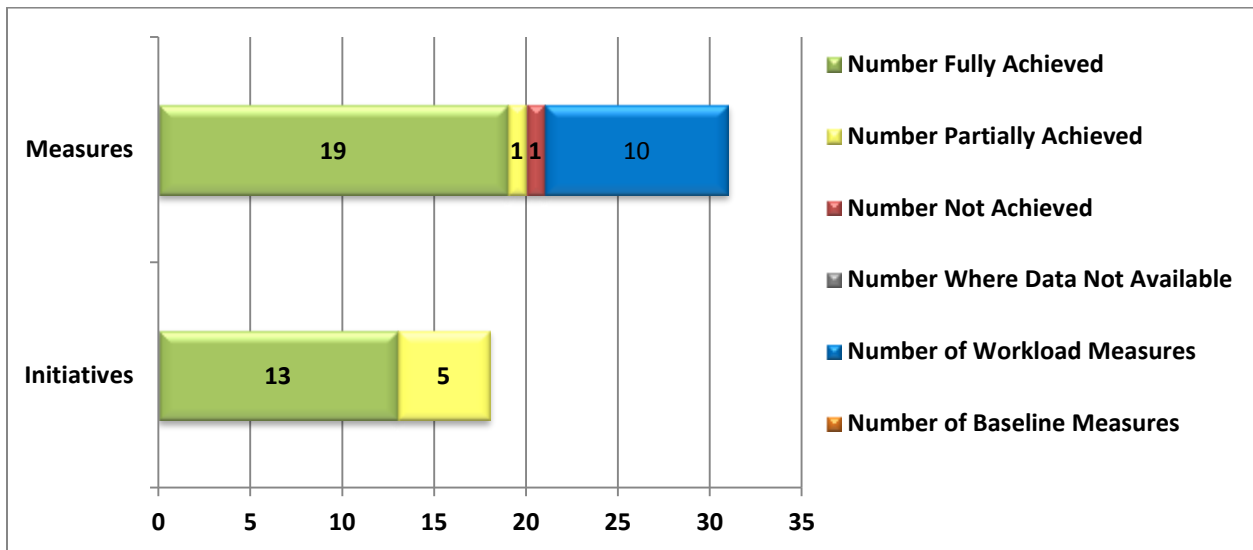
ACCOMPLISHMENTS:

- ✓ Implementation of an Incident Command System/Emergency Support Function Hybrid in the Emergency Operation Center which included creation of position specific guides, training, exercises and use of the new system throughout the year.
- ✓ Successful reestablishment and reinvigoration of the Washington Regional Threat and Analysis Center which has placed the WRTAC as a leader among fusion centers in the region
- ✓ Effective planning and coordination through the DCPIC for a successful well-coordinated 57th Presidential Inauguration.

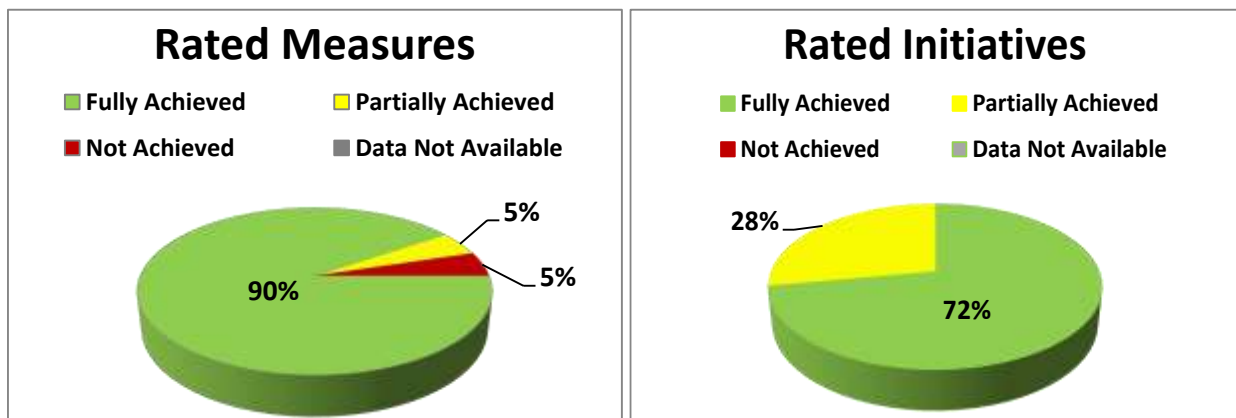


OVERALL AGENCY PERFORMANCE

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

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

- **Fully Achieved:** HSEMA completed outreach to all District Agencies and the City Council by phone, email and/or during planning meetings. A minimum of two or more contacts occurred for each agency. 71 agencies have updated, exercised, and/or revised their COOP plans. The City Council is in the process of finalizing their COOP plans.

INITIATIVE 1.2: Review District buildings codes and recommend potential changes that could improve building security.

- **Fully Achieved:** Description: HSEMA researched building codes and coordinated with the Department of Consumer and Regulatory Affairs, several organizations representing property owners, property managers, and building operators to develop the Building Security Guide. The Building Security Guide is a key component of HSEMA’s Community Outreach Program lays out recommendations that improve building security.

OBJECTIVE 2- Develop Hazard Specific Plans for all 18 hazards identified through the District Response Plan (DRP).

INITIATIVE 2.1: Develop Hazard Specific Plans for natural and manmade hazards to coordinate interagency response and serve as a supplemental guide to the DRP.

- **Fully Achieved:** Description: An Annex to the District Response Plan was created for each of the 18 natural and man-made hazards. Each Annex addresses specific actions to be taken by District agencies during and in response to each of the 18 identified hazards.

Training and Exercise Division

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

INITIATIVE 2.1: HSEMA will develop and maintain a progressive exercise program consistent with the National Exercise Program base plan.

- **Fully Achieved:** Description: In 2013, HSEMA developed and maintained a robust exercise program consistent with the National Exercise Program Base Plan. The District’s participation, planning, and exercises leading to the 2013 Presidential Inauguration were recognized by the Department of Homeland Security as a full-scale exercise. Additionally, HSEMA conducted various other functional and tabletop exercises throughout the year that met or exceeded the national standards for planning and development for the after action reports for each exercise.



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

INITIATIVE 4.1: HSEMA will integrate the Incident Command System (ICS) into the Emergency Operation Center (EOC).

- **Fully Achieved:** Description: Phases 1, 2, 3 were fully completed in 2013. HSEMA began using the ICS in November 2012 in preparation for the January 2013 Presidential Inauguration. HSEMA developed position job aids and conducted workshops for each EOC section. HSEMA then followed by conducting team training workshops and conducted two functional exercises where the ICS was used and exercised throughout the year.

OBJECTIVE 3: 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 3.1: HSEMA will engage all partners in the East Coast CATEX Power Restoration exercise series.

- **Fully Achieved:** Description: HSEMA engaged our District, Federal, and private sector partners (including FEMA Region III and MD, VA, WVA, DE, and PA) in the CATEX Power Restoration Exercise. This exercise was originally scheduled for Spring 2013, but, due to Hurricane Sandy, partners were unable to engage in early planning efforts resulting in the exercise being rescheduled for October 29, 2013. The successful exercise resulted in an understanding of the power restoration process, private sector resource requirements, restoration priority lists, and a mutual understanding of partners' needs during power outages.

Operations

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

INITIATIVE 1.1: Install and implement a real time situational awareness viewer for emergency managers that will enhance the consolidation of relevant information from numerous data sources.

- **Fully Achieved:** Description: In 2013, the Situational Awareness Dashboard project underwent a spiral development process and was initially deployed during the 2013 Presidential Inauguration. During 2013, phase one was completed and phase two will be completed by December 2013. The Dashboard provides the capability to manage data quickly and easily by compiling and disseminating reports and alerts to first responders and decision makers to aid in resource deployment and situational awareness. The Viewer manages data such as transportation alerts and traffic patterns, weather reports, service disruptions (i.e. power outages), public safety information dispatched for service, and suspicious activity reports.

INITIATIVE 1.2: Develop and implement protocols to enhance user participation and quality of participation for agencies on the Washington Metropolitan Area Warning System (WAWAS).

- **Partially Achieved:** Description: Protocols have been established and implementation is ongoing. The RIC program was briefly put on hold by the National Capital Region Emergency Managers in order to get better effective protocols in place. The RIC PMO has been newly hired and will shortly begin work on the regional implementation and a strategy to increase the level of participation.



INITIATIVE 1.3: Develop a method for operationalizing social media information pertaining to disasters, emergencies, and events in the District and National Capital Region (NCR).

Fully Achieved

- Description: HSEMA developed a plan and associated protocols to review and analyze social media information which will be used during emergency events to assist in the District's response. Strict policies on the use of social media were developed that are in compliance with all applicable District and Federal laws and guidelines.

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: Coordinate situational awareness and emergency management in the National Capital Region (NCR) in support of the January 2013 Presidential Inauguration.

Fully Achieved

- Description: HSEMA Operations Division provided extraordinary operations and consequence management support, coordinated meetings with all needed partners, conducted various trainings and exercises prior to the Inauguration on the operations in the EOC including the new Incident Command System and coordinated with emergency liaison officers during the successful Presidential Inauguration.

INITIATIVE 2.2: Enhance a common operating picture and support critical infrastructure protection, prevention, mitigation, and resiliency, by co-locating private sector critical infrastructure key resources (CIKR) liaisons in the Washington Regional Threat and Analysis Center.

- **Fully Achieved:** Description: The Emergency Operation Center and the Washington Regional Threat and Analysis Center, along with all other HSEMA response elements have been co-located. The co-location has resulted in enhanced collaboration and facilitated quicker and better informed responses to recent events and incidents such as the 2013 Presidential Inauguration and the Navy Yard shooting.

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 8.1: Implement the plan to enhance the current grants management processes and protocols, and evaluate effectiveness of the plan

- **Partially Achieved:** Description: During the past fiscal year, the HSEMA Grants Division continued to build out the Comprehensive Grants Management System (CGMS). The build out of CGMS was significantly delayed due to problems in integrating the CGMS development platform with OCTO's Share Point system. However, this problem has been resolved and CGMS is currently undergoing testing by Grants Division staff. Once the testing is complete and the associated modifications are made, the system will be rolled out to subgrantees.

INITIATIVE 8.2: Implement a risk-based approach to selection of grant proposals.

- **Fully Achieved:** Description: In FY13, the HSEMA Grants Division developed a Complexity Score for all projects being considered for Homeland Security Grant Funding. This Complexity Score, which analyzed the probability of a project being successfully implemented, was a useful tool for policy makers as they selected projects for funding. Additionally, the District's THIRA, National Capital Region THIRA, and the District's HVA also helped to inform project decision making.



Agency Management / Office of the Director

OBJECTIVE 1: Increase awareness to the public and District agencies on community preparedness, resiliency and emergency management.

INITIATIVE 1.1: Increase the number of Business Improvement Districts that receive DC Alerts. Partially Achieved

- Description: In FY13, HSEMA started the Business Emergency Management Operation Center which conducted targeted outreach and marketing to all eight District BIDs. The BIDs have engaged with and are actively participating in the BEMOC. However, it has proven difficult to tell exactly how many BID employees and tenants have registered for DC Alert due to how individuals register for the DC Alert system. Overall, in FY13, DC Alert subscription increased by 7.02%, bringing the total number of subscribers to 193,405.

INITIATIVE 1.2: Develop a media outreach campaign that will increase the visibility of HSEMA services to District constituents.

- **Fully Achieved:** Description: In FY13, HSEMA created and executed a media outreach campaign with multiple print, internet, and radio vendors which emphasized the download and use of the HSEMA Mobile App. The campaign was very successful in rolling out the Mobile App and providing District residents, visitors and workers easy access to preparedness information and real-time emergency event information

INITIATIVE 1.3: Lead the District of Columbia Presidential Inaugural Committee (DCPIC)

- **Fully Achieved:** Description: In FY13, HSEMA led the establishment and coordination of the DCPIC for the successful 57th Presidential Inauguration. The DCPIC consisted of an Executive Committee and 12 subcommittees. HSEMA successfully provided coordination and direction in the District's interagency planning and preparedness efforts through the development of a task schedule with over 200 planning elements assigned to the subcommittees as a measure of ensuring compliance with the roles and responsibilities identified for each of the subcommittees.

OBJECTIVE 2: Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.

● **INITIATIVE 2.1: Develop a plan to enhance fiscal oversight of programs.**

- **Partially Achieved:** Description: In FY13, HSEMA drafted policies and procedures that will enhance budgeting efficiency by ensuring that purchase card spending and personnel spending are conducted in the most organized and proficient manner. Due to competing priorities, the policies and procedures will be finalized and implemented in FY14.

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.

INITIATIVE 3.1: Advance HSEMA to be the focal point for regional information sharing and operations.

- **Partially Achieved:** The RIC was put on hold for most of 2013 as the National Capital Region emergency managers reevaluated the RIC's procedures and protocols. However, HSEMA, in conjunction with the WRTAC, has lead the region and become a focal point for regional information sharing and operations. The WRTAC has taken the lead among the fusion centers in the region to become a hub for helpful and timely products and information. Additionally, the HSEMA Emergency Operations Center has become the focal point for operations through its implementation of the incident command system.



Key Performance Indicators – Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program	
	●	1.1	Number of critical infrastructure program outreach meetings, seminars, workshops to Critical Infrastructure Key Resources (CIKR) partners	0	10		39	390%	PLANS AND PREPAREDNESS
	●	1.2	Number of reviewed and/or updated HSEMA plans annually.	39	25		40	160%	PLANS AND PREPAREDNESS
	●	1.3	Number of outreach initiatives to District government agencies regarding COOP plan review, exercise, and training	0	Target Not Required		71	Workload Measure Not Rated	PLANS AND PREPAREDNESS
	●	1.4	Percentage of finalized CONOPS (Concept of Operations Plan) within 72 hours of EOC activations for planned events	0	95%		100%	105.26%	PLANS AND PREPAREDNESS
	●	3.1	Percentage of HSEMA corrective action items in after action reports successfully addressed in compliance with HSEEP.	100%	100%		100%	100%	TRAINING & EXERCISE
	●	3.2	Number of exercises completed in compliance with FEMA Emergency Management Performance Grants Program (EMPG) Guidelines	5	3		8	266.67%	TRAINING & EXERCISE



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	3.3	Percentage of After Action Reports (AARs) completed after every exercise	100%	100%		100%	100%	TRAINING & EXERCISE
●	4.1	Percentage of all training classes and exercises compliant with National Incident Management System (NIMS) standards and guidelines	100%	100%		100%	100%	TRAINING & EXERCISE
●	5.1	Percentage of all training classes and exercises that incorporate requirements for the District's special needs population	100%	100%		100%	100%	TRAINING & EXERCISE
●	6.1	Number of Emergency Liaison Officer contact information validated and/or updated quarterly	3	4		114	2850%	OPERATIONS
●	7.1	Number of District special events supported each quarter	4	4		46	1150%	OPERATIONS
●	7.2	Number of unannounced tests of the Emergency Alert System completed annually	369	365		366	100.27%	OPERATIONS
●	7.3	Percentage of After Action Reports (AARs) for every Emergency Operations Center Activation	50%	100%		100%	100%	OPERATIONS
●	7.4	Number of HSEMA Operations Center System Checklist test	1,098	1,095		1,098	100.27%	OPERATIONS
●	7.5	Number of system tests of the HSEMA Operations Center COOP Site	0	24		119	495.83%	OPERATIONS



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program	
	●	8.1	Percentage of grant dollars spent within the timeframe of the grants	98.8%	100%		96.72%	96.72%	HOMELAND SECURITY GRANTS
	●	8.2	Number of audit exceptions reported in the annual DC Single Audit	1	1		3	33.33%	HOMELAND SECURITY GRANTS
	●	8.3	Percentage of subgrants issued within 45 days of award receipt	98.3	90		94.20%	104.67%	HOMELAND SECURITY GRANTS
	●	8.4	Number of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award	25	20		20	100%	HOMELAND SECURITY GRANTS
	●	9.1	Number of Alert DC messages disseminated	5770	Target Not Required		6624	Workload Measure Not Rated	AGENCY MANAGEMENT
	●	9.2	Homeland Security grant dollars managed	\$268.28M ¹	Target Not Required		\$196.68M ¹	Workload Measure Not Rated	AGENCY MANAGEMENT
	●	9.3	Number of grant projects managed	518	Target Not Required		456	Workload Measure Not Rated	AGENCY MANAGEMENT
	●	9.4	Number of Special Events that have been approved by the Mayor's Special events task group	102	Target Not Required		91	Workload Measure Not Rated	AGENCY MANAGEMENT
	●	9.5	Number of after action reports developed as a result of incidents and emergencies	4	Target Not Required		2	Workload Measure Not Rated	AGENCY MANAGEMENT
	●	9.6	Number of partial and full Emergency Operations Center activations	8	Target Not Required		42	Workload Measure Not Rated	AGENCY MANAGEMENT

1 Actual is \$268,284,524

2 Actual is \$196,680,927



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	9.7	Number of Heat Emergency Plan activations	25	Target Not Required		17	Workload Measure Not Rated	AGENCY MANAGEMENT
●	9.8	Number of trainings provided to first responders, District employees, and the public	44	Target Not Required		36	Workload Measure Not Rated	AGENCY MANAGEMENT
●	9.9	Number of individuals trained at HSEMA	680	Target Not Required		953	Workload Measure Not Rated	AGENCY MANAGEMENT
●	10.1	Percent increase of recipients of DC Alerts	13.81%	3%		7.02%	234.09%	AGENCY MANAGEMENT
●	10.2	Number of events attended by HSEMA Outreach Division	58	55		274	498.18%	AGENCY MANAGEMENT
●	10.3	Percentage of travel reimbursements processed and closed within 30 business days of receipt (agency management)	0	100%		100%	100%	AGENCY MANAGEMENT