



## Homeland Security and Emergency Management Agency HSEMA (BNO)

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### 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 SERVICES

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.

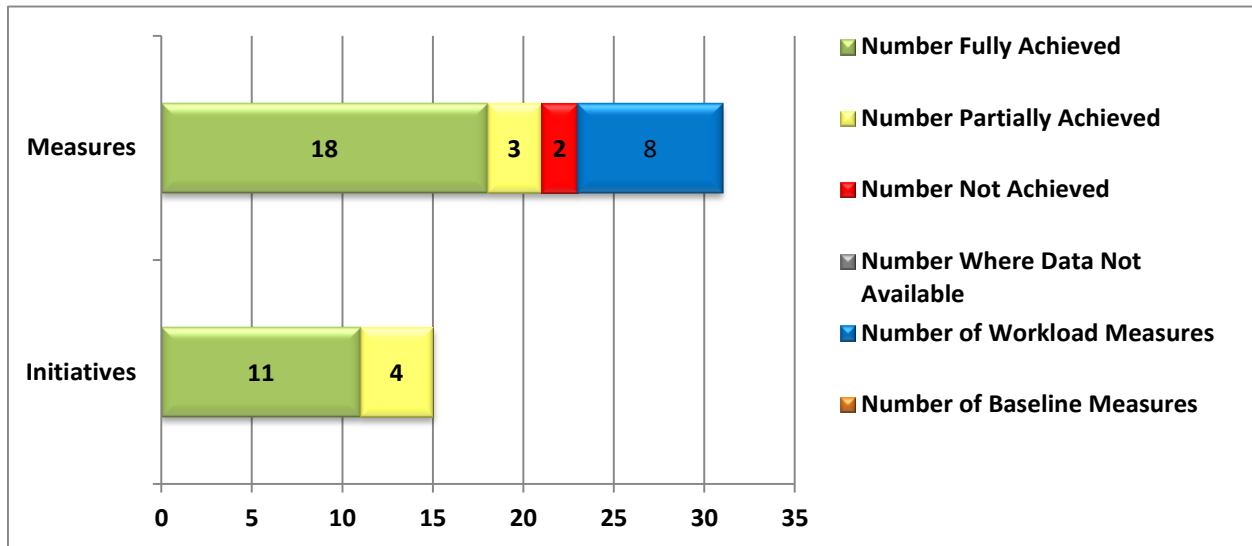
### ACCOMPLISHMENTS:

- ✓ Created and implemented the District Preparedness System, a comprehensive planning and preparedness system.
- ✓ Hosted and participated in a two day functional hurricane exercise 3.
- ✓ Conducted the second Logistics Capability Assessment Tool.

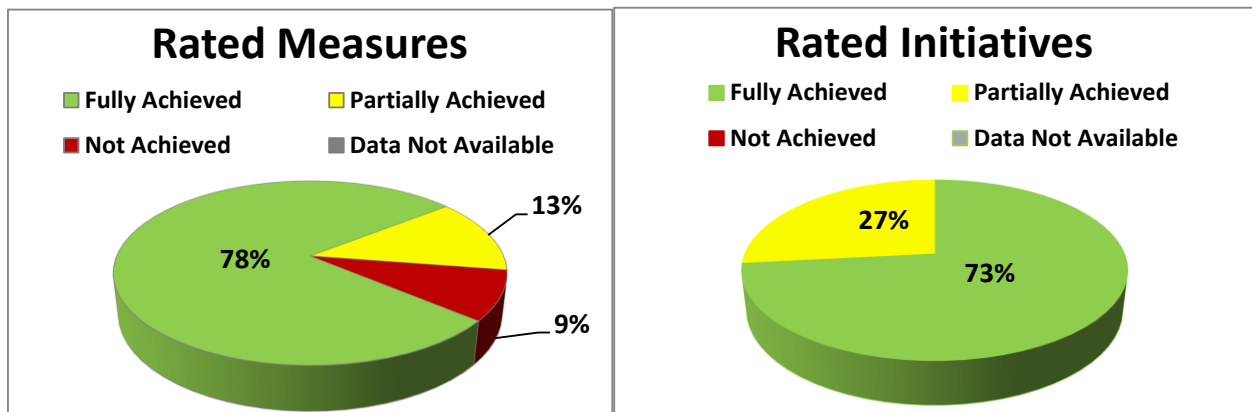


# OVERALL AGENCY PERFORMANCE

## TOTAL MEASURES AND INITIATIVES



## RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
>= 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

### Agency Management

**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.**

- **Fully achieved:** This initiative sought 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. Although this initiative has been completed, implementation remains an ongoing process.

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

- **Partially achieved.** HSEMA has created an initial draft of the employee handbook as well as developed a new system for creating, reviewing, and disseminating proposed policies, procedures, and forms. The new system allows for a consistent streamlined approach to policy creation and has resulted in the dissemination of a new information technology, Freedom of Information Act, and social media policies. A finalized employee handbook will be completed by June 2015.

**OBJECTIVE 2: Ensure that the District of Columbia’s overall homeland security objectives are addressed as part of the NCR 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).**

- **Fully achieved.** HSEMA facilitated the creation of and is the executive sponsor for the National Capital Region (NCR) Information Collection & Coordination Center (IC3). The primary mission of IC3 will be maintaining regional situational awareness within the NCR by monitoring emerging incident or potential incidents that have regional operational consequences, and providing prompt notification to relevant partners. In FY 2015, HSEMA will facilitate the integration of the IC3 which will be operating out of the Joint All Hazard Operations Center. The IC3 will maintain a 24 hour, 365 day, all -hazard regionally focused watch capability.

### Homeland Security Grants

**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.**

- **Fully achieved:** The DC Emergency Response System Program Management Office (PMO) was established in 2014 to work in conjunction with the SAA to provide technical assistance to agencies in the management and execution of projects funded with grants from the Urban Area Security Initiative and the State Homeland Security Program. The PMO coordinated with District sub



grantees and the NCR PMO to ensure that all project management issues were addressed, and each project was appropriately prepared for execution when grant funding was received. In 2014, the District received a larger share of UASI funding than it had in recent years.

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

**Fully Achieved:** In 2014, the DCERS PMO worked with public safety agencies throughout the District to update the District's Homeland Security and Emergency Management Strategy, and developed the District's first Playbook to guide implementation of its strategic goals and objectives. Building upon the risk based approach established in 2013; the Playbook aggregates the threat and hazard information from the DC THIRA, the NCR THIRA, the District Hazard Vulnerability Assessment, and AARs from incidents and exercises throughout the year. Working with newly established prioritization processes, the DCERS will utilize this consolidated data set to determine the grant investments that will most efficiently close the identified gaps in District preparedness and move the City towards its strategic goals and objectives.

**Operations Division**

**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).**

**Fully Achieved:** The JAHOC and WRTAC have established SOPs that guide interaction in both steady and active states. Additionally, the WRTAC developed a portfolio of products and services that it will provide to the JAHOC and EOC during activations. This portfolio was integrated into the FY14 update of the District Response Plan.

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

**Fully achieved:** HSEMA hosted and lead District agencies in using the national LCAT. FEMA commended the District for being a national example for leading an LCAT program.

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

**Partially achieved:** The District is currently developing a Crisis Communication Plan that will include 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 during emergency events in the District and NCR.

**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 disasters.**

**INITIATIVE 2.1: Improve Emergency Operation Center (EOC) performance through the continued implementation of the Incident Command System (ICS).**

**Fully achieved:** The District has identified training requirements and a yearly training plan for HSEMA and emergency liaison officers. A number of training activities were conducted based on EOC positions, scenarios, and recommendations from after-action reports including additional training with the Federal Emergency Management Agency Incident Management Assistance Teams. Specifically, the EOC ICS structure was implemented during the East Coast CATEX Power Restoration Functional Exercise, the HSEMA & FEMA Region III IMAT Transition and Coordination Workshop, Hurricane Exercise Series Tabletop Exercise and Functional Exercise, and the African Summit No-Notice Drill.



## Plans and Preparedness

**OBJECTIVE 1: Est., promulgates, and institutionalize a standard prep. plan. system that delineates the structure, plans, process, and personnel needed to effectively execute the Districts prep. Planning activities.**

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

**Fully achieved:** HSEMA stood up the District of Columbia Emergency Response System (DCERS) Committee along with individual mission area subcommittees. DCERS meets monthly to discuss strategies, set priorities, and provide input and guidance to relevant City departments and agencies on issues of emergency preparedness. The creation of DCERS is a key element of the new District Preparedness System, which aligns the District's preparedness operations with those of its regional partners, allowing for streamlined integration with regional emergency response system groups and positioning the District of Columbia to contribute to the preparedness of the region in a coordinated manner.

**INITIATIVE 1.2: Develop and/or update all-hazard prep. Plans that adhere to District, federal, and regional doctrine, generally accepted emergency management standards, principles, and best practices (SDCPA CE2.2)**

**Partially achieved:** In FY 2014, HSEMA began the development of the District Preparedness System (DPS), which will be completed over the next several years. The DPS will 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) and enhance operational efficiency through effective planning and management of key initiatives, assets and resources. The governing documents that outline the structure of the DPS are in their final stages of development including the District of Columbia Homeland Security and Emergency Management Strategy and Playbook as well as the District Preparedness System Framework. During FY 2015, HSEMA will continue to refining and complete several key operational plans including a Crisis Communication Strategy, Mass Care Planning guidance, an Evacuation Plan, and a Damage Assessment Plan.

**OBJECTIVE 2: Identify the District's greatest risks, prioritize our prep. efforts according to those risks, and enhance capabilities that address the risks through the engagement of 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).**

**Fully achieved:** HSEMA completed outreach to all District Agencies and the City Council by phone, email and/or during planning meetings. Overall, 81 different outreach initiatives were completed to review, exercise, and train on District COOP plans.

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

**Fully Achieved:** In conjunction with District and regional partners, HSEMA stood up the Emergency Operations Center EOC for a partial activation in support of the CATEX exercise series on October 29, 2013. The exercise focused on Pre-incident Fleet Movement Coordination/Reconciliation, response and Post Incident Coordination. The exercise evaluated the role of the Electric Utility Liaison Officer (ELO) and operational information flow. Additional areas of focus for the District included: identification of critical infrastructure/key resources (CIKR) in advance of a catastrophic hurricane event; identification of potential resources for power restoration and recovery and



identification of current disaster declaration policies and coordination protocols pertaining to power restoration within the District of Columbia.

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

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

**Fully Achieved:** HSEMA completed the following exercises in FY 2014: October 28-29, 2013 - East Coast CATEX Power Restoration Functional Exercise (FE); January 28, 2014 - HSEMA & FEMA Region III IMAT Transition and Coordination Workshop; April 23, 2014 - HSEMA Hurricane Exercise Series Tabletop Exercise (TTX); June 4-5, 2014 - Hurricane Exercise Series Functional Exercise (FE); August 4, 2014 - HSEMA African Summit No-Notice Drill; July 22, 2014 - EMI Stadium and Arena Virtual Tabletop Exercise (VTTX); and September 17, 2014 – Command and Control Table Top Exercise (TTX). Due to scheduling conflicts with key participating District stakeholders, the Command and Control Full Scale Exercise scheduled for September 2014 was conducted in October 2014.

**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.**

**Partially achieved:** HSEMA is developing the Ward Ambassador Program which will create a stronger relationship between the Agency and the Ward communities to allow quicker, more efficient response and recovery in the event of a man-made or natural disaster. Currently, initial drafts of the Ward Ambassador Program Implementation Plan and a Community Outreach Standard Operation Procedure have been completed. The Ward Ambassador will be completed by March 2015.



## Key Performance Indicators – Details

### Performance Assessment Key:

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

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program	
<b>Agency Management</b>									
	●	1.1	Percentage of documents reviewed by Executive Secretariat for compliance of Agency policy within 48 business hours	90%	95%		97.73%	102.87%	Agency Management
	●	2.1	Number of emergency preparedness media or public information messaging plans completed	NA	12		17	141.67%	Agency Management
	●	2.2	Percent increase of recipients of DC Alerts	7.02%	3%		1.01% <sup>1</sup>	33.62%	Agency Management
<b>Operations Division</b>									
	●	1.1	Number of District special events supported each quarter	46	4		55	1375%	Operations
	●	1.2	Number of unannounced tests of the Emergency Alert System completed annually	366	365		1001	274.25%	Operations

<sup>1</sup> Please note that in FY14, the Alert DC system was changed causing dormant users to be purged from the system. There was a consistent addition of new users but the number of overall users changed due to the purging.



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	2.1	Number of Emergency Liaison Officer contact information validated and/or updated quarterly	114	100		205	205%	Operations
●	2.2	Number of HSEMA Operations Center System Checklist Tests	1098	1095		1298	118.54%	Operations
●	2.3	Number of system tests of the HSEMA Operations Center COOP Site	119	100		180	180%	Operations
●	2.4	Percent of WAWAS participants who comply with daily roll call system tests.	NA	90%		92.01%	102.23%	Operations
●	2.5	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	90%		97.98%	108.87%	Operations





	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program	
<b>Plans and Preparedness</b>									
	●	1.1	Number of critical infrastructure program outreach meetings, seminars, workshops to Critical Infrastructure Key Resource (CIKR) partners.	39	20		28	140%	Plans and Preparedness
	●	1.2	Number of reviewed and/or updated HSEMA plans annually	40	25		44	176%	Plans and Preparedness
	●	1.3	Percentage of HSEMA corrective action items in after action reports successfully addressed in compliance with HSEEP.	100%	100%		42.96%	42.96%	Plans and Preparedness
	●	2.1	Number of outreach initiatives to District government agencies regarding COOP plan review, exercise, and training.	71	80		81	118.54%	Plans and Preparedness
	●	3.1	Number of exercises completed in compliance with FEMA Emergency Management Performance Grants (EMPG) Program Guidelines.	8	3		11	366.67%	Plans and Preparedness



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	3.2	Percentage of After Action Reports (AAR) completed after every exercise.	100%	100%		100%	100%	Plans and Preparedness
●	3.3	Percentage of all training classes and exercises compliant with National Incident Management System (NIMS) standards and guidelines.	100%	90%		92.86%	103.17%	Plans and Preparedness
●	3.4	Percentage of all training classes and exercises that incorporate requirements for the District special needs population.	100%	100%		100%	100%	Plans and Preparedness
●	4.1	Number of events attended by HSEMA Outreach Division.	274	55		228	414.55%	Plans and Preparedness
<b>Homeland Security Grants</b>								
●	1.1	Percentage of grant dollars spent within the timeframe of the grants	96.72%	100%		99.82%	99.82%	Homeland Security Grant
●	1.2	Number of audit exceptions reported in the annual DC Single Audit.	3	1		1	100%	Homeland Security Grant
●	1.3	Percentage of sub grants issued within 45 days of award receipt.	94.2%	90%		85.35%	94.83%	Homeland Security Grant



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program	
	●	1.4	Number of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award.	20	25		24	96%	Homeland Security Grant
<b>Agency Workload Measures</b>									
	●	1.1	Number of Alert DC messages disseminated.	6,624	Target Not Required		5,694	Workload measure not rated	Agency Management
	●	1.2	Homeland security grant dollars managed	\$196,680,927	Target Not Required		\$188,119,910	Workload measure not rated	Agency Management
	●	1.3	Number of grant projects managed.	456	Target Not Required		390	Workload measure not rated	Agency Management
	●	1.4	Number of special events that have been processed by the Mayor's Special Events Task Group (MSETG).	91	Target Not Required		109	Workload measure not rated	Agency Management
	●	1.5	Number of partial and full Emergency Operations Center activations	42	Target Not Required		13	Workload measure not rated	Agency Management
	●	1.6	Number of Heat Emergency Plan Activations.	17	Target Not Required		31	Workload measure not rated	Agency Management
	●	1.7	Number of trainings provided to first responders, District employees, and the public.	36	Target Not Required		33	Workload measure not rated	Agency Management



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.8	Number of individuals trained at HSEMA.	953	Target Not Required		1,095	Workload measure not rated	Agency Management