



Homeland Security and Emergency Management Agency (HSEMA) FY2016 Performance Accountability Report (PAR)

Introduction

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

Mission

The Mission of the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) is to lead the planning and coordination of homeland security and emergency management efforts to ensure that the District of Columbia is prepared to prevent, protect against, respond to, mitigate, and recover from all threats and 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.

Overview – Agency Performance

The following section provides a summary of HSEMA performance in FY 2016 by listing HSEMA’s top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In 2016, HSEMA hired a Disability and Access and Functional Needs (DAFN) Coordinator to work exclusively on disability and access and functional needs issues and programs related to emergency management.	The DAFN coordinator is working to inform HSEMA of the unmet needs of individuals with disabilities and others with access and functional needs before, during and after an emergency/disaster; and review the District’s current and future emergency plans, trainings and exercises and address any gaps.	Throughout 2016, the DAFN coordinator has worked with the Office of Disability Rights and other District agencies to continue planning for the integration of people with disabilities, making sure that we are prepared to address the needs of the whole community.
In FY16, HSEMA implemented a new web-based SharePoint system for managing grant-funded projects, project reporting and closeout.	HSEMA can run reports on the status of all deliverables, milestones, and award documents from one set of tables without reviewing hundreds of files. A consistent record of prior award related documents is kept in the system.	Program managers and subrecipients can now see the status of all subawards, adjustments, project plans, quarterly reports, and other grant documents in one location, making grant administration more efficient and ensuring that District and Regional grant funding effectively spent and tracked.
The National Capital Region (NCR) Information Collection and Coordination Center (IC3) has been integrated into the daily operations of the JAHOC with the hiring of a full time IC3 manager. Now, IC3 maintains a 24 hour, 365 day, all-hazard regionally focused watch capability.	The updates have enhanced HSEMA’s information sharing and situational awareness with our NCR partners.	The change to 24 hour, 365 day capability ensures that the District is aware of not just city specific hazards, but also hazards throughout the region that might affect our residents.

In FY 2016, HSEMA had 23 Key Performance Indicators. Of those, 0 were neutral. Of the remaining measures, 91% (21 KPIs) were met, 9% (2 KPIs) were nearly met, and 0% (0 KPIs) were unmet. In FY 2016, HSEMA had 15 Initiatives. Of those, 80% (12) were completed and 7% (1) were nearly completed, and 13% (2) were not completed. The next sections provide greater detail on the specific metrics and initiatives for HSEMA in FY 2016.

FY16 Objectives

Division	Objective
Agency Management / Office of the Director	Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.
Agency Management / Office of the Director	Increase awareness to the public and District agencies on community preparedness, resiliency, and emergency management.
Agency Management / Office of the Director	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.
Finance / Administration and Homeland Security Grants Division	Improve the District's and the Region's administration of grant funding and management of grant funded projects for preparedness, response, and recovery capabilities.
Operations Division	Ensure a common operating picture during emergencies to facilitate informed decision-making and response.
Operations Division	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.
Planning and Preparedness Division	Establish, promulgate, and institutionalize a standardized preparedness planning system that delineates the structure, plans, process, and personnel needed to effectively execute the District's preparedness planning activities.
Planning and Preparedness Division	Ensure compliance with Homeland Security Exercise and Evaluation Program (HSEEP) requirements and the National Incident Management System (NIMS).

FY16 KPIs

Objective: 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.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of internal tests of the Emergency Alert System completed annually	365	Q	92	92	91	92	367	Met	
Number of Emergency Liaison Officer contact information validated and/or updated quarterly	100	Q	8	64	50	30	152	Met	
Number of system tests of the HSEMA Operations Center COOP Site	24	Q	3	3	15	5	26	Met	
Percent of WAWAS participants who comply with daily roll call system tests	90	Q	80.14	92.2	99.29	99.29	92.7	Met	

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of HSEMA Operations Center System Checklist Tests	1,095	Q	276	273	273	273	1,095	Met	
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	90	Q	100	100	100	100	100	Met	

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of After Action Reports (AAR) completed after every exercise	100	Q	100	100	100	100	100	Met	
Percentage of all training classes and exercises compliant with National Incident Management System (NIMS) standards and guidelines	90	Q	100	100	100	100	100	Met	
Percentage of all training classes and exercises that incorporate requirements for the District's special needs population	100	Q	100	100	100	100	100	Met	

Percentage of HSEMA corrective action items in after action reports successfully addressed in compliance with HSEEP	100	Q	100	100	100	100	100	100	Met
Number of exercises completed in compliance with FEMA Emergency Management Performance Grants (EMPG) Program Guidelines	3	Q	9	0	2	1	12		Met

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of documents reviewed by Executive Secretariat for compliance of Agency policy within 48 business hours	95	Q	100	100	97.22	84.21	95.2	Met	

Objective: Establish, promulgate, and institutionalize a standardized preparedness planning system that delineates the structure, plans, process, and personnel needed to effectively execute the District’s preparedness planning activities.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of critical infrastructure program outreach meetings, seminars, workshops to Critical Infrastructure Key Resource (CIKR) partners	25	Q	12	11	12	15	50	Met	
Number of reviewed and/or updated HSEMA plans annually	25	Q	22	44	61	45	172	Met	
Number of outreach initiatives to District government agencies regarding COOP plan review, exercise, and training	80	Q	15	14	17	35	81	Met	

Objective: Improve the District’s and the Region’s administration of grant funding and management of grant funded projects for preparedness, response, and recovery capabilities.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of audit exceptions reported in the annual DC Single Audit	1	A					0	Met	
Percentage of grant dollars spent within the timeframe of the grants	98	A					99.9	Met	

Percent of subgrants issued within 45 days of award receipt	90	A	82	Nearly Met	HSEMA met the federal requirement of issuing 80% of funds to subrecipients within 45 days. HSEMA has a number of requirements before issuing a subaward, including a designated subrecipient and a completed project management plan. The remainder of the funds were not issued during the initial 45 days because regional partners did not provide the necessary information in a timely manner.
Number of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award	25	A	23	Nearly Met	The agency had initially identified 25 monitoring visits. However, before the visits occurred, one entity was no longer a subrecipient (it had no open awards) so the monitoring visit was cancelled. In addition, one other visit was canceled due to a staffing vacancy.

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of emergency preparedness media or public information messaging plans completed	12	Q	3	3	3	3	12	Met	
Percent increase of recipients of DC Alerts	3	Q	2.2	2	1.3	1.2	6.75	Met	
Number of events attended by HSEMA Outreach Division	150	Q	79	80	125	43	327	Met	
Number of District special events supported each quarter	4	Q	2	1	12	7	22	Met	

FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Homeland security grant dollars managed	A					206,121,380
Number of grant projects managed	A					542
Number of Heat Emergency Plan Activations	A	0	0	1	31	32
Number of Alert DC messages disseminated	Q	1,763	1,594	1,758	1,746	6,861
Number of special events that have been processed by the Mayor's Special Events Task Group	Q	17	34	31	29	111
Number of partial and full Emergency Operations Center activations	Q	1	2	1	1	5
Number of trainings provided to first responders, District employees, and the public	Q	17	7	9	17	50
Number of individuals trained at HSEMA.	Q	338	93	481	424	1,336

FY16 Initiatives

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

Description: HSEMA will continue to enhance its professional development process by establishing competency measurements for all employees that align with District training requirements, agency performance measurements, federal grant requirements (i.e., NIMS) and the Emergency Management Accreditation Program. In addition, HSEMA employees will achieve the competency standards set forth by FEMA for incident management teams utilizing the FEMA Qualification System through the District All Hazards Incident Management Team Certification/Credentialing Program. HSEMA will fully implement the performance management system consistent with HR chapter 14 regulations.

Complete to Date: Complete

Status Update: The contract for delivery of Incident Command Courses and certification review was renewed in August 2016. All HSEMA employees have received certification task books. Currently, 20 personnel are fully certified, 27 are conditionally certified, 46 are in progress and 6 are new hires.

Title: Utilize the Ward Ambassador Program and HSEMA Community Outreach Coordinators to educate District residents, workers, and visitors about emergency preparedness.

Description: HSEMA will continue to have our Community Outreach Coordinators, in conjunction with the newly completed Ward Ambassador program, reach out to residents, workers, and visitors in all eight wards about the importance of personal, workplace, and business preparedness.

Complete to Date: Complete

Status Update: HSEMA's Community Outreach team continues to do outreach to District residents, businesses, visitors, and commuters. Thus far in FY16, our team has led and participated in 203 different community events and trainings

Title: Work with the National Capital Region (NCR) ERS to improve funding opportunities for the District.

Description: Through the NCR ERS, the DCERS will work with the regional Emergency Response System committees of Northern Virginia and Maryland, to optimize funding opportunities and promote regional preparedness in alignment with the goals and priorities of the District.

Complete to Date: Complete

Status Update: The period for FY16 project selection and funding allocation concluded with the final selection of Homeland Security Grant Program (HSGP) projects and the submission of the HSGP application to FEMA on April 25. As of that date, the activities associated with this initiative have largely concluded, with minimal administrative follow up expected over the next quarter

Title: Continue to support District agencies competitiveness in receiving Urban Area Security Initiative grants by providing technical assistance.

Description: The State Administrative Agent and District of Columbia Emergency Response System (DCERS) Program Management Office (PMO) will provide technical assistance to District agencies to assist them with the management and reporting of their projects. The technical assistance will support agencies in creating defined metrics, allocating funding, meeting deadlines, achieving established goals and objectives, and improving other causes factored into the National Capital Region Scorecard.

Complete to Date: Complete

Status Update: The period for FY16 project selection and funding allocation concluded with the final selection of Homeland Security Grant Program (HSGP) projects and the submission of the HSGP application to FEMA on April 25. As of that date, the activities associated with this initiative have largely concluded, with minimal administrative follow up over subsequent quarters

Title: Implement a new web-based system for managing grant projects and reporting.

Description: The State Administrative Agent will implement a new web-based SharePoint system for managing grant-funded projects, project reporting and closeout in FY16. SAA staff will train subrecipients to use the system, issue new awards and adjustments, and approve project plans and reports in this new system. This new system will provide improved data reporting capacity and a clearer picture of any pending actions or approvals needed.

Complete to Date: Complete

Status Update: The SharePoint based Comprehensive Grants Management System (CGMS) is currently in production and is being used for all new grants and sub-awards issued after 9/1/2015. Awards, project plans, quarterly status reports, closeout, and reimbursement modules are active and in use.

Title: Develop and finalize fiscal and administrative procedures to better support disaster operations.

Description: HSEMA, in coordination with the District Office of Contracting and Procurement, will refine emergency procedures for fiscal and administrative processes such as procurement and contracting.

Complete to Date: 0-24%

Status Update: The agency has identified a team who will ensure the successful execution of this initiative. Thus far, the team has conducted work sessions with key stakeholders to review existing policies, procedures and regulations. Also, the agency has begun to organize the lessons learned from emergency activations so that process improvements can be incorporated into the final procedures

If Incomplete, Explanation: The collaboration between HSEMA and the Office of Contracting and Procurement requires more time than initially allotted to ensure thorough and easily understandable procedures. This initiative has been included in the agencies FY17 performance plan.

Title: Improve disaster logistics capability for the District Government.

Description: In 2015, HSEMA worked to address the three District priorities identified using the national Logistics Capability Assessment Tool (LCAT). Specifically, HSEMA worked to identify a full-time logistics staff member to begin the development a comprehensive tracking of commodities; conduct a series of Commodities Points of Distribution (CPOD) train the trainer classes to increase our training personnel cadre; and conduct a federal staging area training and CPOD training during the month of September 2015. In 2016, HSEMA will once again lead the District through the LCAT to identify any remaining gaps in the District's capability to perform basic logistics response and recovery functions and target specific areas that need improvement and improve the common operating picture for the District's responders.

Complete to Date: 50-74%

Status Update: HSEMA will hire a full-time Logistician by November 1, 2016 to improve the equipment tracking, accountability and capabilities in the event of an incident, accident or major disaster. HSEMA continues to coordinate with FEMA Region III to conduct LCAT with a FEMA facilitator. LCAT process is expected to be completed in the second quarter of 2017

If Incomplete, Explanation: A FEMA facilitator is required for the LCAT process and one will not be available until the second quarter of 2017.

Title: Implement, socialize, train, and exercise the District's new Crisis Communication Strategy.

Description: In 2015, the District developed a Crisis Communications Strategy, including the ESF 15 Operational Plan and Crisis Communications Guide, which provide effective formal standards, strategy, and structure for a unified approach to managing accurate, timely, and critical communications to the public during emergencies or disasters. In 2016, the District will implement this strategy and train District Public Information Officers on the plans and their roles within the Joint Information Center.

Complete to Date: Complete

Status Update: Throughout FY15 and FY16, HSEMA has worked to train District PIOs in emergency communications. HSEMA held three large trainings,

two during the Quarterly PIO meetings and one at the State of the Union activation. In addition, HSEMA staff led 6 individual trainings for new PIOs and exercised emergency communication during the District Full Scale Exercise and other EOC activations

Title: Continue integration of National Capital Region (NCR) Information Collection and Coordination Center (IC3) into the JAHOC and EOC functions.

Description: This initiative will facilitate the integration of the IC3 which will be operating out of the Joint All Hazard Operations Center (JAHOC). The IC3 will maintain a 24 hour, 365 day, all-hazard regionally focused watch capability. The primary mission of IC3 will be to provide regional situational awareness and monitor emerging incidents or potential threats, whether natural or manmade, with possible operational consequences to the surrounding jurisdictions. Additionally, HSEMA will finalize the IC3 standard operating procedure and integrate IC3 personnel into JAHOC operations. The overall objective of the IC3 will be to enhance information sharing and situational awareness among NCR partners.

Complete to Date: Complete

Status Update: IC3 has been integrated into the daily operations of the JAHOC. Ongoing work continues to enhance regional situational awareness. Operation has hired a full time employee for the IC3 manager position and the new manager will start in July 2016. Integration of the remaining staff hiring of IC3 personnel and integrated into the JAHOC process will take place no later than September 2017

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

Description: HSEMA will implement homeland security and emergency management and Incident Command System (ICS) training and exercises, in accordance with the Multi-Year Exercise Training Work Plan to improve core capabilities and EOC performance. HSEMA Training and Exercise Division will training HSEMA staff, District government emergency liaison officers, the District's Executive Leadership and the private sector. Training activities will be conducted in compliance with the Homeland Security Exercise Evaluation Program (HSEEP).

Complete to Date: Complete

Status Update: Agency Incident Management Teams support EOC activations through ICS. As the agency experiences turnover, ongoing training is in place for new staff. During recent activations, ICS trainees have had the opportunity to document demonstrated competencies in their task books for ICS certification. In addition to the general training, increased training will be conducted to prepare for the EOC's role during the 2017 Inauguration

Title: Continue implementation of the District Preparedness System to promote interagency coordination, integrate the Emergency Preparedness Council, and create preparedness committees.

Description: In 2016, the District will continue to utilize the District Preparedness System (DPS) through the District of Columbia Emergency Preparedness Council (DCEPC) and the District of Columbia Emergency Response System (DCERS) to prioritize and close gaps in the 31 core capabilities identified through the Threat and Hazard Identification and Risk Assessment (THIRA) in accordance with the National Preparedness Goal.

Complete to Date: Complete

Status Update: This is an ongoing initiative that has continued throughout FY16. With continuous execution of this initiative through the end of the fiscal year, this initiative is considered 100% complete

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

Description: Grant investments will be aligned to the goals, objectives, and initiatives established in the DC Homeland Security and Emergency Management Strategy and Playbook. The Strategy and Playbook were created based on the Threat Hazard Identification Risk Analysis Report and after action reports, which

incorporate a risk based approach for the election of grant funded initiatives. These goals will be organized by mission area, prioritized by the DC ERS, and tracked through established performance metrics to ensure progress towards the District's Homeland Security and Emergency Management goals.

Complete to Date: Complete

Status Update: This is an ongoing initiative that has continued throughout FY16. With continuous execution through the end of the fiscal year, this initiative is considered 100% complete

Title: Strengthen our commitment to the Whole Community by continuing to update and revamp our access and functional needs programing and planning efforts.

Description: In 2016, the HSEMA Access and Functional Needs Coordinator will be on staff and working exclusively on access and functional needs issues and programs related to emergency management, including ensuring that the District Preparedness Program and all related plans are compliant with the Americans with Disabilities Act (ADA) and other vulnerable population considerations.

Complete to Date: Complete

Status Update: The HSEMA Access and Functional Needs Coordinator is on staff and working exclusively on access and functional needs issues. She worked with the Office of Disability Rights to host the initial Interagency DAFN Working Group meeting on August 25. The purpose of the meeting was to review the District Response Plan in connection with the roles and responsibilities of critical lead agencies. For example, the group discussed training DHS shelter staff and volunteers on interacting with individuals with disabilities and service dogs.

Title: Continue to develop and update all-hazard preparedness plans in accordance with the District Preparedness System.

Description: The following plans will be developed for the mission areas below: Framework: District Protection/Prevention Plan, District Mitigation Plan, District Preparedness Planning Toolkit, Information Integration and Governance White Paper, and SharePoint Site Governance Model. Protection/Prevention: District Protection/Prevention Base Plan, Critical Infrastructure and Key Resources (CIKR) Plan, and the Information and Intelligence Annex. Mitigation: Update the District All-Hazard Mitigation Plan and create the Enhanced Risk Assessment. Response: District Evacuation Plan, District Mass Care Plan, District Terrorism Plan, District Damage Assessment Plan, District Resource Management Plan, ESF Operational Plans, Military Support to Civil Authority Plan, and the Business Emergency Management Operations Center (BEMOC) Plan. Recovery: Operational Plan for standing up Recovery Steering Committee, develop SOPs, checklists, and other tools that support the Recovery Base Plan and Operational Plan, and Recovery Support Function (RSF) Operational Plans. Continuity of Operations Planning: 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

Complete to Date: 75-99%

Status Update: 65% of the plans have been completed, while 20% are in progress and 15% have not begun. This is because preparedness plan development requires engagement and input from multiple stakeholders from various entities, limiting the number of plans that can be completed concurrently. Additionally, every 2 years we update the core plans, i.e. District Preparedness Framework, District Recovery Plan, District Mitigation Plan all of which are being updated with an anticipated completion Date of in December 15, 2016

If Incomplete, Explanation: Preparedness plan development requires engagement and input from multiple stakeholders from various entities, limiting the number of plans that can be completed concurrently. Additionally, every 2 years we update the core plans, i.e. District Preparedness Framework, District Recovery Plan, District Mitigation Plan all of which are being updated with an anticipated completion date of in December 15, 2016.

Title: HSEMA will implement and maintain a progressive training exercise program consistent with the National Exercise Program base plan.

Description: The Homeland Security Exercise and Evaluation Program (HSEEP) and NIMS constitute national standards and recommended methodologies for all exercises and conduct of emergency operations. HSEMA will continue to implement and maintain as part of the District Preparedness System a progressive exercise and training program consistent with the Department of Homeland Security Federal Emergency Management Agency (FEMA) standards. Pursuant to the FEMA Emergency Management Performance Grant (EMPG) requirements, the annual exercise program will include no less than four exercises of any type and one full-scale exercise or major real world event subject to FEMA approval within a 12-month period.

Complete to Date: Complete

Status Update: During FY 2016, HSEMA met EMPG training requirements by implementing a total of 12 exercises, including one full-scale. The full-scale exercise tested the District's response to a hazardous materials rail incident and sheltering of a population. Over 20 District agencies, 5 nongovernmental, and 6 private-sector partners have engaged in HSEMA exercises