



**FY 2015 PERFORMANCE PLAN
Homeland Security and Emergency Management Agency**

MISSION

The Mission of the District of Columbia Homeland Security and Emergency Management Agency 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.

PERFORMANCE PLAN DIVISIONS

- Planning and Preparedness
- Operations
- Finance / Administration and Homeland Security Grants
- Agency Management / Office of the Director

AGENCY WORKLOAD MEASURES

Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 YTD ¹
Number of Alert DC messages disseminated	5,770	6,624	4,508
Homeland security grant dollars managed	\$268,284,524	\$196,680,927	\$180,431,070
Number of grant projects managed	518	456	471
Number of special events that have been processed by the Mayor's Special Events Task Group (MSETG)	102	91	76
Number of partial and full Emergency Operations Center activation	8 ²	42	5
Number of Heat Emergency Plan Activations ³	25	17	12
Number of trainings provided to first responders, District employees, and the public ⁴	44	36	24
Number of individuals trained at HSEMA	680	953	697

¹ Specific date not given at the time this document was printed.

² For FY12, HSEMA held full/partial activations during the following events: January 26th Severe snow storm, State of the Union- 1/12/12, DC Elections 4/13/12, IMF meeting demonstration (4/12 and 9/12), Independence Day (7/4/12), Derecho Storm (6/12-7/12), and 9/11 Anniversary (9/11/12).

³ Heat emergency plan is activated when the heat index (an accurate measure of how hot it feels when the effects of humidity are added to the high temperatures) reaches 95 degrees.

⁴ Includes training provided to foster parents, children, senior groups, neighborhood associations, colleges and universities, Business Improvement Districts, faith-based organizations, and deaf and hard of hearing residents, etc.



Planning and Preparedness Division

SUMMARY OF SERVICES

The Plans and Preparedness Division encompasses services including comprehensive planning, training and exercising, and disaster recovery, to promote resiliency in government agencies, our communities, and critical infrastructure. The Division utilizes a “whole community” approach to engage key stakeholders in developing plans and processes that support a robust emergency management system. Within Training and Exercise, HSEMA offers training courses, hazard and capabilities-based exercises, and plan validations that test and bolster individual and institutional readiness, in accordance with local, District, and national standards, including the National Incident Management System and Incident Command System. The Planning and Preparedness Division, is also responsible for the administration of post-disaster long-term recovery and mitigation programs to ensure District residents and businesses have sufficient support and resources to recover, rebuild and sustain critical operations in the aftermath of a disaster.

OBJECTIVE 1: Establish, promulgate, and institutionalize a standardized preparedness planning system that delineates the structure, plans, process, and personnel needed to effectively execute the District’s preparedness planning activities.

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

The District of Columbia Emergency Response System (DCERS) has been promulgated to facilitate effective emergency preparedness integration of multi-agency coordination and collaboration. In 2015, HSEMA will refine the structures that support the DCERS. This will include the Mission Area Committees, sub-committees, and working groups that will be tasked with developing, implementing, and evaluating the initiatives and tasks outlined in the DCERS Play Book as well as the promulgation of District Preparedness System (DPS) Organization Charter.

Completion Date: September 2015.

INITIATIVE 1.2: Continue the development and/or update all-hazard preparedness plans that adhere to District, federal, and regional doctrine, generally accepted emergency management standards, principles, and best practices (Sustainable DC Plan Action Climate & Environment 2.2, Age-Friendly DC Goal: Domain # 9).

In 2013, the District Preparedness Framework (Framework) and the Mission Area Base Plans, the District Response Plan and the District Recovery Plan, were finalized. In 2015, the following supporting documentation 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 Crisis Communications 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.

Completion Date: September 2016.

INITIATIVE 1.3: Strengthen our commitment to the Whole Community by updating and revamping our access and functional needs programing and planning efforts (Age-Friendly DC Goal: Domain # 9).

This initiative will involve dedicating a staff member to work 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. **Completion Date: September 2015**

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

INITIATIVE 2.1: Provide technical assistance to District agencies as they conduct annual reviews, updates, training, and exercise of their agency continuity of operation plans (COOP) (Age-Friendly DC Goal: Domain # 9).

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

Completion Date: September 2015.

OBJECTIVE 3: Ensure compliance with Homeland Security Exercise and Evaluation Program (HSEEP) requirements and the National Incident Management System (NIMS).¹

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

The Homeland Security Exercise and Evaluation Program (HSEEP) and the NIMS constitutes national standards and recommended methodologies for all exercises and conduct of emergency operations. HSEMA will develop and maintain 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.

Completion Date: September 2015.

KEY PERFORMANCE INDICATORS- Planning and Preparedness Division

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ⁵	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of critical infrastructure program outreach meetings, seminars, workshops to Critical Infrastructure Key Resource (CIKR) partners	39	20	22	25	25	25
Number of reviewed and/or updated HSEMA plans annually	40	25	34	25	25	25
Number of outreach initiatives to District government agencies regarding COOP plan review, exercise, and training	71	80	69	80	80	80
Percent of HSEMA corrective action items in After Action Reports successfully addressed in compliance with HSEEP ²	100%	100%	40.88%	100%	100%	100%
Number of exercises completed in compliance with FEMA Emergency Management Performance Grants (EMPG) program guidelines	8	3	4	3	3	3
Percent of After Action Reports (AAR) completed after every exercise ³	100%	100%	100%	100%	100%	100%
Percent of all training classes and exercises compliant with National Incident Management System (NIMS) standards and guidelines	100%	90%	91.67%	90%	90%	90%
Percent of all training classes and exercises that incorporate requirements for the District's special needs population	100%	100%	100%	100%	100%	100%

⁵ Specific date not given at the time this document was printed.



Operations Division

SUMMARY OF SERVICES

The Operations Division provides situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies, severe weather conditions, disasters and other major events impacting quality of life. The Operations Division also provides a command and control element that supports District and Federal agencies during special events such as Independence Day on the National Mall, Capital Pride, and Presidential Inauguration, etc. The Operations Division manages the District's Emergency Operations Center (EOC), a central facility for command and control of emergency operations that coordinates interagency response to and recovery from major emergencies. The EOC works closely with Emergency Support Function agencies in preparation for and during EOC activations. On a day-to-day basis, the 24/7 Joint All Hazards Operation Center (JAHOC) within the EOC serves as the central hub of communications, processing information from a myriad of sources, analyzing and disseminating it to District, regional, Federal partners, businesses, and the public to create a common operating picture, and to provide relevant and useful information for taking protective actions.

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

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

INITIATIVE 1.1: Finalize, socialize, and exercise the Field Operations Guide (FOG) and State Operations Guide (SOG).

HSEMA will implement the newly created District Response Plan (DRP), SOG, and FOG by engaging stakeholders through seminars, workshops, and tabletop, functional, and full scale exercises. At the completion of each phase of the exercise series and response to real-world events, the lessons learned will be integrated into the process, resulting in further refined plan. **(Completion Date: Not Given.)**

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

In 2014, HSEMA used the national Logistics Capability Assessment Tool (LCAT) to identify three priorities. As a result, in 2015, HSEMA will 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 with actual commodities distribution to show the transition and the resources needed to conduct the moving from the FEMA staging to the locals staging area. **Completion Date: September 2015.**



INITIATIVE 1.3: Refine crisis communication strategy that makes use of social media and other new technology.

This initiative will include the creation of a Crisis Communications Plan that will provide effective formal standard strategy and structure for a unified approach to managing accurate, timely, and critical communications to the public during emergencies or disasters. **Completion Date: September 2015.**

INITIATIVE 1.4: Integrate National Capital Region (NCR) Information Collection & Coordination Center (IC3) into the JAHOC and EOC functions.

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. **Completion Date: September 2015**

OBJECTIVE 2: Coordinate and integrate all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters.

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

In the next phase of the implementation of the ICS in the EOC, HSEMA will identify ICS training requirements and create a yearly training plan for HSEMA staff, emergency liaison officers, and the District's Executive Leadership. Training activities will be conducted based on EOC positions, scenarios, and recommendations from after-action reports to include additional training with the Federal Emergency Management Agency Incident Management Assistance Teams (IMAT). **Completion Date: September 2015.**



KEY PERFORMANCE INDICATORS - Operations Division

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ⁶	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of Emergency Liaison Officer contact information validated and/or updated quarterly ⁴	114	100	163	100	100	100
Number of District special events supported each quarter	46	4	33	4	4	4
Number of unannounced tests of the Emergency Alert System completed annually	366	365	819	365	365	365
Number of HSEMA Operations Center System Checklist Tests ⁵	1098	1095	749	1,095	1,095	1,095
Number of system tests of the HSEMA Operations Center COOP Site ⁶	119	100	108	100	100	100
Percent of WAWAS participants who comply with daily roll call system tests	0	90%	93.84%	90%	90%	90%
Percent 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	N/A	90%	97.22%	90%	90%	90%

⁶ Specific date not given at the time this document was printed.



Finance / Administration and Homeland Security Grants Division

SUMMARY OF SERVICES

The Finance / Administration and Homeland Security Grants Division is responsible for financial management, procurement and serves as the State Administrative Agent for the federal homeland security grant programs that are awarded to the District of Columbia, and also for those grant programs awarded to the NCR, which encompasses neighboring counties in Maryland and Virginia. A regional policy advisory group and representatives from the District, Maryland and Virginia jurisdictions plan and coordinate the regional grant programs administered by the Division including the NCR Urban Area Security Initiative, Nonprofit Security Grant Program and Regional Catastrophic Planning Grant Program grant programs that are administered by the Homeland Security Grants Division. The Division is also responsible for several local grant programs awarded by the U.S. Department of Homeland Security including the State Homeland Security Program, Citizen Corps Program, Buffer Zone Protection Program, Emergency Management Performance Grant, Emergency Operations Center Grant, Public Safety Interoperable Communications Grant, and Interoperable Emergency Communications Grant Program.

The Division provides programmatic oversight to the numerous individual grant-funded homeland security projects in the District of Columbia and the NCR to ensure that the projects are making progress, meeting milestones, and comply with the applicable grant guidance. The Division tracks the financial status of sub-grants and authorizes reimbursement payments for the allowable expenses that these projects incur and provides programmatic and financial status updates for these grant programs to local and regional governance bodies. Finally, the Division is responsible for writing and submitting the annual grant applications for all local and regional homeland security grant programs.

OBJECTIVE 1: Improve the District's and the Region's administration of grant funding and management of grant funded projects for preparedness, response, and recovery capabilities.

INITIATIVE 1.1: Improve the competitiveness of District agencies in receiving Urban Area Security Initiative grants by providing technical assistance.

The State Administrative Agent 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. **Completion Date: September 2015.**



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

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. **Completion Date: September 2015.**

KEY PERFORMANCE INDICATORS - Finance / Administration and Homeland Security Grants Division

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD⁷	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of grant dollars spent within the timeframe of the grants	96.72%	100%	N/A	100%	100%	100%
Number of audit exceptions reported in the annual DC Single Audit ⁷	3	1	N/A	1	1	1
Percent of subgrants issued within 45 days of award receipt	94.20%	90%	N/A	90%	90%	90%
Number of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ⁸	20	25	20	25	25	25

⁷ The Finance/Administration and Homeland Security Grants Division KPIs are measured annually; as a result we do not have a YTD number.



Agency Management / Office of the Director

SUMMARY OF SERVICES

The Agency Management / Office of the Director is responsible for resource management, technology infrastructure, human capital development, accreditation process management, special events planning, public information and communications programs, community outreach, operations support, policy support, and executive direction to internal agency divisions. The office coordinates citywide incident command and control for the Executive, as well as provides leadership to the National Capital Region (NCR) as members of the NCR Senior Policy Group.⁹ HSEMA also maintains a strong outreach program designed to educate and equip community residents and businesses to deal with hazards and the potential for disasters.

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

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

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

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. **Completion Date: September 2016.**

INITIATIVE 1.2: Continue refining employee handbook and policies.

This handbook will include human resource processes, acquisition processes, awards, safety measures, performance management and training requirements and schedule, employee conduct and rights. HSEMA will commit a staff member to provide human resources support and administrative guidance. **Completion Date: September 2015.**



OBJECTIVE 2: Increase awareness to the public and District agencies on community preparedness, resiliency, and emergency management.

INITIATIVE 2.1: Develop Ward Ambassador Program that aligns HSEMA employees with each Ward (Age-Friendly DC Goal: Domain # 9).

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

Completion Date: September 2015.

OBJECTIVE 3: Ensure that the District of Columbia's overall homeland security objectives are addressed as part of the National Capital Region Urban Area Security Initiative homeland security grant awards decision-making process.

INITIATIVE 3.1: Work with the National Capital Region (NCR) ERS to improve funding opportunities for the District.

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.

(Completion date: Not Given.)

OBJECTIVE 4: Oversee the implementation of agency-wide priorities.

INITIATIVE 4.1: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency's internal assessment.

Completion Date: April 2015



KEY PERFORMANCE INDICATORS - Agency Management / Office of the Director

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent increase of recipients of DC Alerts	7.02%	3%	1.22%	3%	3%	3%
Percent of documents reviewed by Executive Secretariat for compliance of Agency policy within 48 business hours	Baseline	95%	97.37%	95%	95%	95%
Number of emergency preparedness media or public information messaging plans completed	Baseline	12	15	12	12	12
Number of community outreach events attended by HSEMA	274	150	182	150	150	150

¹ HSEEP is a capabilities and performance-based exercise program, which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning. HSEEP Policy and Guidance is presented in detail in HSEEP Volumes I-III, US Department of Homeland Security. Adherence to the policy and guidance presented in the HSEEP Volumes ensures that exercise programs conform to established best practices and helps provide unity and consistency of effort for exercises at all levels of government. https://hseep.dhs.gov/pages/1001_About.aspx.

² The Planning and Preparedness Division will review and examine each HSEMA corrective action to ensure that corrective actions are valid and appropriate for implementation. Corrective actions may be implemented as part of a short term or long-term strategy, or tabled until resources are available.

³ The AARs may be a short AAR, Summary with Evaluations, Quick look, or full AAR depending on depth and breadth of exercise.

⁴ This key performance indicator responds to DC Auditor Report (March 3, 2009) recommendation that HSEMA should regularly track and update the lists of Emergency Liaison Officers (ELOs).

⁵ Operations Division performs tests on the following systems three times daily: HMARS, RITTIS Login, TTDY, EMNET, RICCS, RSAN, Alert DC, Maryland Circuit, DCIO1 Radio Drop, WAWAS, NAWAS, DCFD Radio, MPD Radio, Conference Call System, Desk Telephone, WebEOC Login, HSEMA TAC1 800 Radio Group, Fax Machine, HSEMA Computer Monitors, Security Cameras/ Monitors, Copier Machine, Hotlines, Activu System, HSEMA Clocks.

⁶ This key performance indicator responds to Mayor's Order 2012-61 (April 27, 2012), which mandates that each District of Columbia cabinet-level agency shall create or update their Continuity of Operations Plan (COOP), update the plan annually, exercise the COOP annually, evaluate, and if necessary, revise the COOP.

⁷ DHS grants are audited annually in the District of Columbia's Single Audit of federal grant expenditures; it can be concluded that the fewer number of audit exceptions reported is an indicator of stronger management and oversight by HSEMA.

⁸ Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%. This measure was previously tracked as a percentage, but did not accurately reflect the progress of HSEMA and tracking has been changed to raw numbers starting in FY13. This action has been approved by the Office of the City Administrator.

⁹ The National Capital Region (NCR) Senior Policy Group is comprised of homeland security and emergency management representatives from the District, Maryland and Virginia. They coordinate the regional Urban Area Security Initiative and other homeland security grants awarded to the NCR by the Department of Homeland Security. (Not in budget book.)