

Homeland Security and Emergency Management Agency FY2017

FY2017 Performance Accountability Report

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, 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.

FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
ReadyDC personal preparedness campaign – In September, HSEMA launched ReadyDC the District's new personal preparedness campaign asking residents to prepare before an emergency strikes. The campaign asks the public to be aware, make a plan, build a kit and stay informed. The campaign includes a website (ready.dc.gov), advertisements, brochures/flyers, social media engagement, community outreach events and earned media. The launch included visits to several ANC meetings, television appearance, outreach events and social media blitz.	ReadyDC is a great opportunity for HSEMA to partner with other District agencies and private sector partners to reinforce the Agency's role as the local thought leader on personal preparedness. Additionally, ReadyDC helps HSEMA strengthen its brand in the community and lets residents see the Agency work its mission.	ReadyDC engages residents about the importance of personal preparedness by providing tips and information in the District's six required languages. The campaign seeks to empower residents and explain the role individuals have in ensuring they are ready when an emergency impacts the District.
2017 Consequence Management Team (CMT) Exercise Series - In 2017, HSEMA began the implementation of quarterly CMT Exercises to provide a forum for CMT members to become more familiar with the District Emergency Response process. HSEMA hosted the first exercise in the series, the District CMT Hurricane Tabletop Exercise (TTX), on June 20-22, 2017. This TTX focused on hurricane planning and provided a forum for CMT members to gain familiarity with the District Response Plan, the District's Hurricane Checklist, and the CMT coordination process. The exercise began with Operations and CMT coordination calls and led participants from immediate preparation for a hurricane through response and, finally, to short-term recovery operations.	The CMT Exercises fostered collaboration between Cabinet members and District agencies.	Engaging the District's Consequence Management Team on a regular basis, improves the District government's ability to respond to emergencies and disasters quickly and effectively. In particular, these exercises are critical

		for the District agencies that provide direct services to residents.
2017 Presidential Inauguration Preparation and Planning – HSEMA coordinated the District’s planning and execution of all of the activities related to the 58th Presidential Inauguration. Planning for the 58th Presidential Inauguration started in early 2016 with 12 subcommittees spending a significant time and focus in the following areas: large crowds, auxiliary events, severe cold, snow, vending coordination/enforcement, public messaging, security, compliance with Americans with Disabilities Act requirements and transportation management. On January 15, 2017, HSEMA conducted the nation’s first live test of the Wireless Emergency Alert on a targeted area to ensure that we could send direct emergency messages during the Inauguration. HSEMA and the U.S. Secret Service (USSS) also coordinated to engage the private sector with the first ever planning committee designed to focus on the impact of the Inauguration on local businesses.	During the coordination, planning and execution of activities related to the Inauguration, HSEMA personnel obtained valuable experience preparing for a National Special Security Event (NSSE). The District of Columbia hosts NSSEs more often than any other jurisdiction in the United States. Planning for events like these enhances not just HSEMA employee skills, but also bolsters the skill sets of thousands of other employees across District government. In addition, HSEMA demonstrated the ability to successfully deploy a geographically targeted alert to cell phone users on the National Mall.	Due to the successful coordination, planning and execution of activities related to the Inauguration, District residents had minimal disruptions during a very high profile time in the city. Special considerations were taken to ensure the local business community received updates from HSEMA and the USSS.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Emergency Operations - Provide situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies and other major events impacting the District of Columbia.
2	Intelligence and Analysis – Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.
3	District Preparedness System (DPS) - The DPS is a comprehensive approach to building capabilities related to homeland security and emergency management. It includes the personnel, processes, plans, and resources necessary to build each preparedness capability to target levels. Once built, these capabilities enable the District to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that affect the city.
4	Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.
5	Create and maintain a highly efficient, transparent and responsive District government. **

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
1 - Emergency Operations - Provide situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies and other major events impacting the District of Columbia. (3 Measures)									
Percentage of activated HSEMA personnel on	Quarterly	90%	100%	88.9%	No	100%	96.4%	Met	

site and ready within two hours of notification of EOC activation.					applicable incidents				
Percentage of Incident Action Plans completed within two hours of EOC activation.	Quarterly	75%	100%	100%	No applicable incidents	100%	100%	Met	
Percentage of employees with activation responsibilities certified in their EOC activation role.	Annually	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	84.8%	Met	
2 - Intelligence and Analysis – Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (2 Measures)									
Percentage increase in subscribers to WRTAC situational and analytic product distribution lists.	Quarterly	10	5.4	4	2.8	1.9	14.8	Met	
Percentage of distributable analytic products co-authored with one or more federal, state or local partners.	Quarterly	10%	33.3%	57.1%	37.5%	33.3%	39.4%	Met	
3 - District Preparedness System (DPS) - The DPS is a comprehensive approach to building capabilities related to homeland security and emergency management. It includes the personnel, processes, plans, and resources necessary to build each preparedness capability to target levels. Once built, these capabilities enable the District to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that affect the city. (3 Measures)									
Percentage of planning processes completed in accordance with Emergency Management Accreditation Program requirements.	Quarterly	95%	100%	100%	100%	100%	100%	Met	
Percentage of DC ERS grant funding expended on portfolio (goal of reducing reprogramming below 10%)..	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94.3%	Met	
Percentage of employees funded through the FEMA Emergency Management Performance Grants (EMPG) program that have completed the EMPG training requirements.	Annually	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.9%	Met	
4 - Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (3 Measures)									
Percent increase of recipients of AlertDC.	Quarterly	3	0.8	1.6	0.7	0.7	3.9	Met	
Percent of grant dollars spent within the timeframe of the grants	Annually	98%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80.5%	Unmet	Annual measure reported at closeout (current FY15 grants end in Aug. 2018, currently \$49.6 of \$61.6 has

Percent of federal subgrants issued within 45 days of award receipt	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93.5%	Met	been spent)
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We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
1 - Manage the EOC, a central facility for command and control of emergency operations, which coordinates interagency response to and recovery from major emergencies and works closely with supporting District agencies before and during EOC activations. (1 Measure)						
Number of level 2 or higher Emergency Operations Center activations.	Quarterly	1	2	0	1	4
1 - Serves as the 24/7 central hub of communications, processing information from multiple sources to keep District agencies, regional and Federal partners, businesses, and the public informed and create a common operating picture. (1 Measure)						
Number of AlertDC messages disseminated.	Quarterly	1799	2199	2338	2644	8980
2 - Provide general fusion center and sector-specific intelligence briefings, as well as intelligence analysis and suspicious activity trainings, workshops, and seminars to public and private sector partners in the public safety community. Participate in discussion and operations-based exercises with public and private sector partners in the public safety community. (1 Measure)						
Number of fusion center training or outreach events attended by WRTAC staff	Quarterly	33	29	13	26	101
2 - Provide tactical intelligence support and open source research, both in response to requests as well as on an ad hoc basis, to public and private sector partners in the public safety community in a timely manner. (2 Measures)						
Number of raw suspicious activity reports (SARs) processed	Quarterly	163	222	166	155	706
Number of requests for information (RFIs) processed	Quarterly	245	272	238	213	968
3 - Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities. (1 Measure)						
Number of District plans created, reviewed, updated, trained and/or exercised annually.	Quarterly	42	48	49	40	179
3 - Ensure successful project execution by providing technical support for the management and implementation of all projects in the DCERS portfolio. (1 Measure)						
Number of active grant funded projects in the DC ERS portfolio.	Quarterly	80	52	44	56	232
3 - Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities. (4 Measures)						
Number of trainings provided to first responders, District employees, and the public by HSEMA.	Quarterly	13	10	9	12	44

Number of individuals trained by HSEMA.	Quarterly	974	643	247	315	2179
Percentage of District agencies with lead and support roles that participated in HSEMA led exercises.	Quarterly	84.6%	100%	100%	100%	96.2%
Number of executive level staff completing an emergency senior/cabinet level training within 60 days of onboarding.	Quarterly	0	0	0	0	0
4 - Maintain a strong outreach program designed to educate and equip community residents and businesses to prepare for and recover from all hazards and the potential for disasters. (1 Measure)						
Number of community outreach events attended or conducted by HSEMA.	Quarterly	36	28	48	75	187
4 - Manage the administration of the MSETG, a body responsible for organizing the City's public safety planning efforts for events requiring interagency coordination. (1 Measure)						
Number of special events that have been processed by the Mayor's Special Events Task Group	Quarterly	18	26	31	32	107
4 - Serves as the State Administrative Agent for the federal homeland security grant programs that are awarded to the District of Columbia, and the National Capital Region (NCR). (1 Measure)						
Number of reimbursements processed for subrecipients annually.	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3665

2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
Capability Building (1 Strategic Initiative)				
Identify capability gaps through the annual completion of the Threat and Hazard Identification and Risk Assessment (THIRA) and State Preparedness Report (SPR) processes; incorporate improvement plans identified through exercises and real world events.	Identify capability gaps through the annual completion of the Threat and Hazard Identification and Risk Assessment (THIRA) and State Preparedness Report (SPR) processes; incorporate improvement plans identified through exercises and real world events.	Complete	Following the District's established THIRA process, the 2016 THIRA and SPR were completed and submitted to FEMA on December 30th, 2016. Identified capability gaps will be incorporated into strategic decision making processes throughout 2017.	
Emergency Operations Center (EOC) (3 Strategic initiatives)				
HSEMA will finalize the establishment of two certified type three incident management support teams.	As measured in the key performance indicator, HSEMA will require that employees with EOC activation responsibilities complete training and certification in their activation roles. This certification will improve EOC response.	Complete	Of the now 46 positions within the EOC, 39 positions are fully certified which amounts to 85%. The certification of AHISMT personnel is an ongoing, as new Agency personnel are hired and others transition into different roles. Currently, we have two full AHIMST teams with	

			85% of the members fully certified. The rest are partially or conditionally certified as they finalize the training and exercise requirements for their role.	
Further integrate the National Capital Region (NCR) Information Collection & Coordination Center (IC3) capabilities into the JAHOC, EOC, and throughout the NCR to improve situational awareness in emergency situations and day to day coordination.	Further integrate the NCR IC3 capabilities into the JAHOC, EOC, and NCR by reaching out to regional partners about IC3 capabilities, encouraging our partners to share information through IC3 to the entire region, and increasing capabilities to operate 24/7.	Complete	A full IC3 team of six people has been hired and is on board. 24/7 IC3 operations begin July 1.	
Continue to develop and finalize fiscal and administrative procedures to better support disaster operations.	HSEMA, in coordination with the District Office of Contracting and Procurement and the Office of the Chief Financial Officer, will continue to refine emergency procedures for fiscal and administrative processes such as procurement and contracting	75-99%	The agency has worked closely with the OCFO, OCP and OCA to ensure the successful execution of this initiative. Thus far, we have developed a process and guidance in coordination with our key stakeholders. The agency is developing an Emergency/Disaster Cost Tracking Plan that will document the process for procuring goods and services during non-declared and declared emergencies.	While the fiscal and administrative procedures have been developed and are being used, HSEMA is still finalizing the formal Emergency/Disaster Cost Tracking Plan. The plan will be completed by December 31, 2017, completing this initiative.

Joint All Hazards Operations Center (JAHOC) (1 Strategic Initiative)

Improve disaster logistics capability for the District Government to allow for better response capabilities within the EOC.	Improve disaster logistics capability for the District Government to allow for better response capabilities within the EOC by developing a resource management process and hiring a logistician.	Complete	In Q3, HSEMA conducted an assessment with the FEMA Logistics Capability Assessment Tool on June 12 and 13, 2017. In Q4, HSEMA participated in the first ever FEMA Region III two day logistics symposium which focused on points of dispensing identification along with pre-scripted mission and commodities requests through FEMA using their WebEOC tracking system. HSEMA also hired a full time logistics person and provided one additional FTE to support the development of this section in support of the operations division.	
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PLANNING (1 Strategic Initiative)

Planning integration for persons with disabilities and access	Continue planning integration for persons with DAFN in all phases of the District Preparedness System. In	Complete	DAFN planning and preparedness activities for this quarter include continued engagement with the whole	
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and functional needs (DAFN).	particular, planning integration will focus on three critical areas: mass care and shelter planning to ensure programmatic accessibility within shelters; transportation and evacuation planning for persons with DAFN throughout the evacuation process; and notification and communication planning to ensure public information is accessible.		community addressing how their agencies and organizations can meet the accessibility requirements of individuals with disabilities. Presented at the Metropolitan Washington Council of Government (MWCOG) NCR Steering Roundtable; addressing key accessibility strategies for Emergency Support Functions 1, 2 and 6.	
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Tactical Analysis (1 Strategic Initiative)

Improve District situational awareness by providing tactical and strategic intelligence for both activations and during steady state.	The WRTAC will work with Operations to improve District situational awareness by providing tactical and strategic intelligence to the consequence management team during activations, providing intelligence as part of the EOC situation unit, and providing weekly steady state briefings to HSEMA Operations.	Complete	The WRTAC provided intelligence support for the 2017 EOC activations by having liaison officers (LNOs) onsite, forward deploying analysts to external operation centers (OCs), participating in regional and national Homeland Security Information Network (HSIN) chatrooms, and conducting social media research.	
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