

Homeland Security and Emergency Management Agency FY2018

FY2018 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.

FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Development of New Agency Strategic Plan and Realignment - In FY18, HSEMA developed a Strategic Plan for 2018 through 2022. This Strategic Plan set out a new agency mission and vision, core values, as well as five strategic goals to help us provide better services to the residents of the District. The first of these goals was to strengthen HSEMA's organizational performance. To further this goal, HSEMA completed an organizational realignment that reduced the number of agency Divisions and Offices to create a more efficient reporting structure, as well as to streamline product development for the residents and other District agencies.	HSEMA's new Strategic Plan is a blueprint for how we will improve our services to District residents by streamlining our process for creating preparedness products and improving agency outreach.	HSEMA's strategic plan and organizational realignment are specifically designed to improve communications between Divisions and help foster greater collaboration in the provision of services and products to District residents. Along with this realignment, HSEMA has begun to develop an advanced recruitment program and an employee recognition program to ensure that we are both attracting and rewarding top talent.
EMAP Accreditation - In April 2018, the emergency management program of the District of Columbia was granted full accreditation by the Emergency Management Accreditation Program (EMAP). Accreditation recognizes the ability of programs to bring together personnel, resources, and communications from a variety of agencies and organizations in preparation for and in response to a disaster of any type. The process tests 64 different capabilities ranging from hazard mitigation to training to communications and warnings.	EMAP accreditation is tangible evidence that the District has the ability to bring together personnel, resources, and communications from a variety of agencies and organizations in preparation for and in response to a disaster of any type.	This recognition rewards the hard work, collaboration and relationship building facilitated by HSEMA to engage District agencies in our approach to preparing the whole community.
National Level Exercise - From April 30 to May 11, 2018, the District participated in the FEMA hosted National Level Exercise (NLE). The NLE was an opportunity for all levels of government, private industry, non-governmental organizations, communities, and individuals to work a common scenario. This year's exercise simulated a hurricane making landfall in the Mid-Atlantic region causing severe damage to residences, businesses, and critical infrastructure. As part of this	The District had the most extensive level of play of any local jurisdiction in the country, making this the largest ever District preparedness exercise. The District's Emergency Operations Center activated from May 2-7, 2018 and thirteen District agencies conducted related drills throughout the exercise to practice emergency response and	The National Level Exercise is a thorough test of the preparedness work that HSEMA does every day. Providing our Agency the opportunity to test our capabilities and work closely with our District agency partners to improve District preparedness.

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participation, the District conducted 13 related drills and exercises, coordinated by HSEMA, to test District specific preparation and planning for the FEMA scenario. In addition to the District, other participants included Virginia, Maryland, West Virginia, Delaware, Pennsylvania, and more than 91 Federal departments and agencies. The scenario included power outages and cascading effects on critical infrastructure, including impacts to communications, transportation, water, wastewater, and hospital systems.	recovery functions including mass care, volunteer management, and hazardous materials response. These exercises, combined with the post exercise evaluation that HSEMA coordinated, have helped to improve District agency preparation for a major hurricane.	

2018 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.**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	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)									
Percent of employees with activation responsibilities certified in their EOC activation role	Quarterly	75%	88.5%	80.3%	64.2%	64.2%	73%	Nearly Met	During the course of the performance period FEMA released new guidelines for EOC credentialing. HSEMA credentialing has been put on hold while new requirements are incorporated into the program.
Percent of Incident Action Plans completed within two hours of EOC activation	Quarterly	75%	No applicable incidents	100%	100%	100%	100%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Percent of activated HSEMA personnel on site and ready within two hours of notification of EOC activation	Quarterly	90%	No applicable incidents	100%	100%	100%	100%	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)									
Percent increase in subscribers to WRTAC situational and analytic product distribution lists	Quarterly	10	3.8	3.6	0.6	2.1	10.36	Met	
Percent of distributable analytic products co-authored with one or more federal, state or local partners	Quarterly	10%	13.3%	8.5%	6.3%	25%	11.4%	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)									
Percent 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	83.3%	Unmet	Several new employees were moved to EMPG funding during the course of this reporting year and are in the process of completing their training requirements. All training requirements will be completed by the end of December 2018.
Percent of planning processes completed in accordance with Emergency Management Accreditation Program requirements	Quarterly	95%	100%	100%	100%	100%	100%	Met	
Percent of DC ERS grant funding expended on portfolio (goal of reducing reprogramming below 10 percent)	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93.4%	Met	
4 - Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (3 Measures)									
	Quarterly	3	0.4	1.6	0.8	6.5	9.89	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Percent increase of recipients of AlertDC									
Percent of federal subgrants issued within 45 days of award receipt	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.3%	Met	
Percent of grant dollars spent within the timeframe of the grants	Annually	98%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.9%	Met	

**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.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Emergency Operations Center (EOC) (1 Measure)						
Number of level 2 or higher Emergency Operations Center activations	Quarterly	0	2	1	2	5
2 - Tactical Analysis (2 Measures)						
Number of raw suspicious activity reports (SARs) processed	Quarterly	99	127	103	119	448
Number of requests for information (RFIs) processed	Quarterly	188	151	195	138	672
2 - Training/Outreach (1 Measure)						
Number of fusion center training or outreach events attended by WRTAC staff	Quarterly	24	17	43	27	111
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	83	34	20	18	155
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	11	27	14	3	55
Number of individuals trained by HSEMA	Quarterly	179	451	320	57	1007
Number of executive level staff completing an emergency senior/cabinet level training within 60 days of onboarding	Quarterly	1	0	0	0	1

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
Percent of District agencies with lead and support roles that participated in HSEMA led exercises	Quarterly	21.2%	42.4%	39%	32.2%	34.1%
3 - Project Management Support (1 Measure)						
Number of active grant funded projects in the DC ERS portfolio	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	252
4 - Community Outreach & Media Prepare (1 Measure)						
Number of community outreach events attended or conducted by HSEMA	Quarterly	35	45	61	64	205
4 - Mayor'S Special Event Task Group (MSETG) (1 Measure)						
Number of special events that have been processed by the Mayor'S Special Events Task Group	Quarterly	17	35	27	37	116
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	4025

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
Capability Building (2 Strategic initiatives)				
District Preparedness System Governance Alignment	In FY18, the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) will update and streamline the District Preparedness System (DPS) governance structure to align to current preparedness operations; re-charter appropriate program elements to accurately reflect the updated structure.	75-99%	The DPS organizational structure has been reorganized to maximize efficiency, standing up two new governance bodies, the Emergency Support Function Leads and the Emergency Preparedness Council Advisory Committee, and standing down one, the DC Emergency Response System. Each governance group is currently operating using a streamlined roster and standardized agenda. Charters are currently in development.	Due to additional changes to the organizational structure in Q4, the updated charters for the Emergency Support Function Leads and the Emergency Preparedness Council Advisory Committee have not yet been completed.
Socialization Training for Incorporation of DAFN Considerations in Preparedness Activities	In FY18, HSEMA will develop a training program for District preparedness and emergency response personnel targeted at increasing understanding of the needs of those with Disabilities and	0-24%	The DPS Response Steering Committee established a primary working group of interagency Emergency Support Function leads for implementation of the accessibility requirements for individuals with disabilities,	Changes to the law suit requirements and delays in the finalization of the settlement have delayed the implementation

Title	Description	Complete to Date	Status Update	Explanation
	Access and Functional Needs (DAFN) when preparing for, responding to, or recovering from a disaster.		including the training requirements, stemming from the United Spinal lawsuit. Initial work with this group generated the necessary requirements documentation to initiate actions for training development; however changes to the law suit requirements and delays in the finalization of the settlement have delayed the implementation timeline. We currently anticipate completion of the initial training modules in FY19 Q2.	timeline. We currently anticipate completion of the initial training modules in FY19 Q2.
Emergency Operations Center (EOC) (1 Strategic Initiative)				
Improve District identification of emergency logistical requirements and resource procurement	In FY18, HSEMA will work with Federal and Regional partners to identify District resource gaps, including personnel, equipment and space requirements, in order to create pre-scripted mission tasks, resource requests, and identify point of dispensing locations. In addition, HSEMA will work to obtain resources through the procurement process, direct Federal support, non-governmental organizations, Regional partners, private sector donations, or the Emergency Management Assistance Compact.	Complete	Several pre-scripted mission tasks, key emergency functions that the District does not have the internal capacity/capability to fulfill, have been identified and associated missions developed. Following the FEMA National Level Exercise, the HSEMA Operations Division along with Homeland Security and Preparedness Division staff met with operations personnel from the FEMA Office of National Capital Region staff to review approximately 50 federal pre-scripted mission assignments (PSMA) templates pertinent to the District based on our risk and capability assessment.	
Information Sharing (1 Strategic Initiative)				
Enhance/Improve liaison officers' integration into the core operations of the fusion center.	In FY18, the Washington Regional Threat Analysis Center (WRTAC) will work with liaison partners and their respective agencies to improve operational collaboration, and to increase participation in production, training, and other outreach activities.	Complete	We have revitalized our Liaison Officer program and have monthly meetings. Additionally, we've increased our written production and dissemination to them of original WRTAC products. In the future we hope to build upon this by joint producing with our liaison officers.	
PIV-I Implementation (1 Strategic Initiative)				
Establish PIV-I Program Operations Unit	In FY18, working with the Office of the Chief Technology Office (OCTO), HSEMA will develop a sustainable Personal Identity Verification Interoperable (PIV-I) Program Operations unit, with a mission and function to support existing PIV-I technology solutions, especially those that are key and critical to HSEMA Operations Division; perform	Complete	As of March, 2018, HSEMA has fully staffed PIV-I team made up of a program manager, technical specialist, and a program fellow, funded exclusively through grant funding. The team is continuing to coordinate with FEMA Region III to purchase a server accessible to all of the state and localities within the region. The new server will allow all of the regional three jurisdictions to access the FEMA IT system	

Title	Description	Complete to Date	Status Update	Explanation
	enhancements or fixes to production systems; and conduct limited scope projects.		through PIV-I, even when the FEMA system is locked down in 2020.	
Tactical Analysis (1 Strategic Initiative)				
Improve District situational awareness by providing analysis of tactical data in conjunction with information from other local, state, and federal partner agencies.	In FY18, the Washington Regional Threat Analysis Center (WRTAC) will analyze and evaluate tactical data from local first responder and public safety community data sources, in conjunction with information from various partner agencies and open sources to provide information-sharing assessments and bulletins with strategic operational utility.	Complete	As a critical component of our day to day operations evaluation of tactical data occurs continuously throughout the fiscal year and will continue into 2019. Throughout FY18, we have produced strategic information bulletins to our law enforcement and first responder counterparts in order to improve safety and coordination in the District.	
TRAINING (1 Strategic Initiative)				
District-wide Exercise Series Implementation	In FY18, the District will establish and implement a District Preparedness System Mainline Exercise Series and Consequence Management Team Exercise Series to prepare the District's senior leadership and emergency operators to manage emergencies.	Complete	Both exercise series have been established and quarterly exercises have been conducted for each. The WMATA evacuation exercise held in August served as the District's Q4 Mainline Exercise Series exercise, and the Road to Recovery CMT exercise served as the Q4 CMT Exercise Series exercise.	