

**Office of Homeland Security**



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# Office of Homeland Security



## Department Description

The San Diego Office of Homeland Security (SD-OHS) oversees the City's Homeland Security, Disaster Preparedness, Emergency Management, and Recovery/Mitigation Programs. The primary focus is to ensure that comprehensive emergency preparedness, training, response, recovery, and mitigation services are concentrated to minimize the adverse effects to life, property, the environment, and the City's economic base from natural, technological, and man-made disasters.

SD-OHS is responsible for securing and managing federal Homeland Security grant funds for the region through the Urban Area Security Initiative (UASI) grant program. These grants are intended to address the needs of high-threat, high-density urban areas to assist in building enhanced and sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism. The UASI program focuses on enhancing preparedness through regional collaboration and development of integrated regional systems. SD-OHS also manages and administers other federal grant programs that are awarded directly to the City to improve its homeland security and emergency management capabilities.

Disaster Preparedness efforts ensure that the City is prepared for major disasters by coordinating planning efforts and the training of City employees; assisting with the integration of the City's emergency plans in a collaborative environment both internally and externally; interfacing with County, State, and federal jurisdictions; and ensuring the flow of information to the public and business community to assist in emergency preparation and response.

Under the Emergency Management Program, SD-OHS maintains the operational readiness of the City's Emergency Operations Center (EOC) and alternate EOC, ensures assigned staff is fully trained and capable of carrying out their responsibilities during activations, and manages the EOC during responses to multi-department and citywide emergencies to support incident response activities and maintain citywide response capabilities. This program oversees the opening of shelters and provision of mass care during a disaster, as well as establishing the local disaster assistance centers to provide assistance to the public following a disaster.

SD-OHS coordinates Recovery and Mitigation Programs for the City by collecting timely, disaster-related data and coordinating applications for State and federal grant programs related to disaster response, recovery, and mitigation. These grant programs provide a vital source of revenue to offset the costs of natural and man-made disasters and to implement preventive measures to mitigate risks.

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The Department's mission is:

*To mitigate, prepare for, respond to, and recover from natural and man-made disasters*

## Goals and Objectives

The following goals and objectives represent the action plan for the Department:

### ***Goal 1: Build a sustainable organization***

Homeland security, disaster preparedness, and emergency management are core functions of a municipal government. To build a sustainable organization, a trained and skilled workforce focused on the Department's mission and goals is needed to ensure effectiveness and stability. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Develop a trained and skilled workforce
- Promote process improvement and innovation
- Maintain an environment that recognizes and rewards high performing teams
- Establish a culture that encourages employee participation and growth

### ***Goal 2: Establish a robust, integrated, and comprehensive emergency preparedness and response capability***

A comprehensive emergency preparedness and response program requires developed plans that are trained to and exercised on a regular basis. Effective plans require a collaborative and coordinated approach in partnership with regional stakeholders and key City departments. The Department will move toward accomplishing this goal by focusing on the following objective:

- Collaborate and coordinate in the development of program components

### ***Goal 3: Coordinate internal and external resources (people, equipment, and services) in collaboration with governmental and private sector partners before, during, and after major emergencies or disasters***

The success of any disaster preparedness and emergency management program is contingent upon the development and fostering of collaborative working relationships with key stakeholders. These relationships strengthen cooperative efforts, facilitate effective response activities, and ensure information sharing. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Establish and maintain key inter-agency and jurisdictional working relationships
- Expand the development and use of contracts, agreements, and Memoranda of Understanding
- Maintain operational readiness of the EOC

### ***Goal 4: Establish sound fiscal practices***

To effectively manage and administer financial programs, sound fiscal practices are required. The goal of OHS ensures the integrity of its grant program and General Fund budget through the development and implementation of internal control principles and controls, the certification of staff in grant management principles, and the development of protocols and procedures for the monitoring and auditing of grant sub-recipients. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Effectively manage and administer grant programs
- Effectively manage and administer the SD-OHS General Fund budget

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## Key Performance Indicators

Performance Measure	Actual FY2012	Actual FY2013	Target FY2014
1. Percent of Emergency Operations Center (EOC) staff trained for their respective positions/roles	87%	88%	90%
2. Percent of recommendations from after-action reports on exercises and/or disasters that have been addressed and/or implemented	100%	100%	100%

## Service Efforts and Accomplishments

The City is the sub-grantee of the federal Department of Homeland Security's Homeland Security Grant Program (HSGP) funds under the Urban Area Security Initiative (UASI) Grant Program. SD-OHS administers and manages the UASI grant funds for the San Diego Urban Area which includes 18 incorporated cities, unincorporated County areas, and all political subdivisions. Additionally, the City receives grant funds as a sub-recipient under the State Homeland Security Grant Program and the Emergency Management Performance Grant. SD-OHS currently manages and administers \$30.3 million under active grants and will manage an additional \$9.2 million (projected) under the Fiscal Year 2013 UASI grant funds which will be released in mid-Fiscal Year 2014. Additionally, SD-OHS manages \$118.1 million in unaudited, inactive grant programs for the region and oversees \$3.1 million in funds directly allocated to the City under various grant programs for prevention, emergency planning, training, and specialized equipment for the City's first responders.

Under the City's Recovery/Mitigation Program, SD-OHS currently manages \$67 million in projects obligated under State and federal public assistance programs. The Department continues to work with the California Emergency Management Agency (CalEMA), the Federal Emergency Management Agency (FEMA), and the Federal Highway Administration (FHWA) on disaster recovery efforts for prior disasters.

- The severe winter storms in late Calendar Year 2004 and early Calendar Year 2005 (DR 1577 and DR 1585) resulted in an estimated \$16.1 million in damages to public land and facilities caused by flooding, debris flows, mudslides, and sinkholes. Gubernatorial proclamations and presidential declarations for these two major disasters in California allowed the City to apply for State and federal assistance including Public Assistance and Federal Highway Administration (FHWA) funds. To date, the City has recovered \$10.4 million for project and administration costs for two storm periods from December 27, 2004 through January 11, 2005, and February 16, 2005 through February 23, 2005. The City of San Diego has submitted all the required project close-out documentation for these disasters.
- The Soledad Mountain Landslide disaster (CDAA 200712 and ER 46x1) that occurred on October 3, 2007 resulted in an estimated cost of \$27.3 million in response efforts and damages to public land and facilities. The City of San Diego recovered \$19.1 million in funding from CalEMA and the FHWA for eligible project costs and administration efforts. The City of San Diego has submitted all the required project close-out documentation for this disaster.
- The Southern California Wildfire disaster that began on October 21, 2007 (DR 1731), resulted in an estimated \$22.4 million in response efforts and damages to public land and facilities. A gubernatorial proclamation and presidential declaration allowed the City to apply for \$18.7 million in State and federal assistance for eligible project costs. To date, SD-OHS has recovered \$16.4 million in project costs and administrative efforts under the Public Assistance Program and California Disaster Assistance Act and recovered \$3.1 million in private property insurance reimbursements. The City of San Diego has submitted all the required project close-out documentation for this disaster.
- The 2010 December Winter Storm disaster (DR 1952) began on December 18, 2010 and resulted in a gubernatorial emergency proclamation for San Diego County. A presidential emergency declaration

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was issued on January 26, 2011. Estimated costs for this disaster totaled \$4.9 million. To date, the City of San Diego has recovered \$3.3 million in funding from CalEMA and FEMA for eligible project costs and administrative efforts. The City of San Diego has submitted the required close-out documentation for all but one of the projects which is in process.

The Recovery/Mitigation Program leads the City's efforts in administering the City's elements of the San Diego County Multi-Jurisdictional Hazard Mitigation Plan. This program also participated in administrative efforts for the Pre-Disaster Mitigation Seismic Retrofit Water Line Project, the Pre-Disaster Flood Mitigation Grant Program Flood Plan, and the Hazard Mitigation Grant Programs for Open Space Brush Management.

Under the Emergency Management Program, SD-OHS coordinated the City's involvement in seven emergency management training events for the City's EOC staff and local partner agencies/organizations during this period, to include a first-time, cooperative public-private venture between OHS and the City's Department of Information Technology (DoIT) which focused on cyber-security training and readiness. The SD-OHS Emergency Management staff also coordinated and oversaw citywide annual training and reporting requirements associated with FEMA's National Incident Management System (NIMS); compliance with NIMS training and implementation guidelines is a prerequisite for the City to receive HSGP funds. Additionally, SD-OHS staff further developed the City's Mega Shelter Guide, updated the Emergency Operations Center (EOC) Manual and Urban Area Working Group (UAWG) Charter, completed the Departmental Continuity of Operations (COOP) Plan annexes, revised the San Diego Urban Area Homeland Security Strategy, and created the region's first Threat and Hazard Identification and Risk Assessment (THIRA) document. Both of these latter documents were approved unanimously by the San Diego Unified Disaster Council (UDC) and then submitted to the Department of Homeland Security (DHS) following their review by the California Emergency Management Agency (CalEMA). All of these training, exercise, and policy initiatives included a focus on whole community engagement while appropriately addressing the requirements of those individuals with access and functional needs (AFN).

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## Department Summary

	FY2012 Actual	FY2013 Budget	FY2014 Adopted	FY2013–2014 Change
FTE Positions (Budgeted)	13.40	13.39	13.40	0.01
Personnel Expenditures	\$ 1,274,119	\$ 1,307,453	\$ 1,410,146	\$ 102,693
Non-Personnel Expenditures	271,381	437,012	325,059	(111,953)
<b>Total Department Expenditures</b>	<b>\$ 1,545,500</b>	<b>\$ 1,744,465</b>	<b>\$ 1,735,205</b>	<b>\$ (9,260)</b>
<b>Total Department Revenue</b>	<b>\$ 787,924</b>	<b>\$ 1,028,515</b>	<b>\$ 930,957</b>	<b>\$ (97,558)</b>

## General Fund

### Department Expenditures

	FY2012 Actual	FY2013 Budget	FY2014 Adopted	FY2013–2014 Change
Office of Homeland Security	\$ 1,545,500	\$ 1,744,465	\$ 1,735,205	\$ (9,260)
<b>Total</b>	<b>\$ 1,545,500</b>	<b>\$ 1,744,465</b>	<b>\$ 1,735,205</b>	<b>\$ (9,260)</b>

### Department Personnel

	FY2012 Budget	FY2013 Budget	FY2014 Adopted	FY2013–2014 Change
Office of Homeland Security	13.40	13.39	13.40	0.01
<b>Total</b>	<b>13.40</b>	<b>13.39</b>	<b>13.40</b>	<b>0.01</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2013 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	\$ 101,221	\$ -
<b>Non-Standard Hour Personnel Funding</b> Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	0.01	1,472	-
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2013.	0.00	(530)	(129,066)
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(8,186)	-
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	(103,237)	-

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## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Revised Revenue</b>	0.00	-	31,508
Adjustment to reflect Fiscal Year 2014 revenue projections.			
<b>Total</b>	<b>0.01</b>	<b>\$ (9,260)</b>	<b>\$ (97,558)</b>

## Expenditures by Category

	FY2012 Actual	FY2013 Budget	FY2014 Adopted	FY2013-2014 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 897,484	\$ 842,196	\$ 872,076	\$ 29,880
Fringe Benefits	376,635	465,257	538,070	72,813
<b>PERSONNEL SUBTOTAL</b>	<b>\$ 1,274,119</b>	<b>\$ 1,307,453</b>	<b>\$ 1,410,146</b>	<b>\$ 102,693</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 21,066	\$ 33,902	\$ 35,014	\$ 1,112
Contracts	119,960	103,864	106,761	2,897
Information Technology	65,706	221,551	116,169	(105,382)
Energy and Utilities	36,504	51,624	37,533	(14,091)
Other	11,329	11,715	16,563	4,848
Transfers Out	16,815	14,356	13,019	(1,337)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$ 271,381</b>	<b>\$ 437,012</b>	<b>\$ 325,059</b>	<b>\$ (111,953)</b>
<b>Total</b>	<b>\$ 1,545,500</b>	<b>\$ 1,744,465</b>	<b>\$ 1,735,205</b>	<b>\$ (9,260)</b>

## Revenues by Category

	FY2012 Actual	FY2013 Budget	FY2014 Adopted	FY2013-2014 Change
Charges for Services	\$ 787,924	\$ 1,028,515	\$ 930,957	\$ (97,558)
<b>Total</b>	<b>\$ 787,924</b>	<b>\$ 1,028,515</b>	<b>\$ 930,957</b>	<b>\$ (97,558)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2012 Budget	FY2013 Budget	FY2014 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
2000024	Administrative Aide 2	2.00	2.00	2.00	\$42,578 - \$51,334	\$ 48,033
9000024	Administrative Aide 2 - Hourly	0.35	0.35	0.35	42,578 - 51,334	14,902
20000119	Associate Management Analyst	2.00	2.00	2.00	54,059 - 65,333	124,106
90001232	Lifeguard Chief - Hourly	0.35	0.34	0.35	46,966 - 172,744	38,449
90000724	Police Sergeant - Hourly	0.35	0.35	0.35	76,274 - 92,206	26,696
20001222	Program Manager	1.00	1.00	1.00	46,966 - 172,744	91,862
90001222	Program Manager - Hourly	0.35	0.35	0.35	46,966 - 172,744	38,449
20000015	Senior Management Analyst	1.00	1.00	1.00	59,363 - 71,760	70,863
20000023	Senior Management Analyst	4.00	4.00	4.00	59,363 - 71,760	269,799
20000986	Supervising Management Analyst	2.00	2.00	2.00	66,768 - 80,891	146,648
	Advanced Post Certificate					2,269
<b>FTE, Salaries, and Wages Subtotal</b>		<b>13.40</b>	<b>13.39</b>	<b>13.40</b>		<b>\$ 872,076</b>
		<b>FY2012 Actual</b>	<b>FY2013 Budget</b>	<b>FY2014 Adopted</b>	<b>FY2013-2014 Change</b>	

## Fringe Benefits

Employee Offset Savings	\$ 5,828	\$ 11,087	\$ 12,429	\$ 1,342
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	FY2012 Actual	FY2013 Budget	FY2014 Adopted	FY2013-2014 Change
Flexible Benefits	64,587	69,874	73,886	4,012
Long-Term Disability	4,843	5,014	4,710	(304)
Medicare	10,564	10,376	12,056	1,680
Other Post-Employment Benefits	34,289	69,597	68,651	(946)
Retiree Medical Trust	385	381	412	31
Retirement 401 Plan	1,540	1,527	1,648	121
Retirement ARC	198,965	230,088	295,577	65,489
Retirement DROP	2,308	-	-	-
Retirement Offset Contribution	1,832	2,245	-	(2,245)
Risk Management Administration	10,496	11,462	10,417	(1,045)
Supplemental Pension Savings Plan	29,702	35,768	36,431	663
Unemployment Insurance	2,825	2,603	2,500	(103)
Workers' Compensation	8,469	15,235	19,353	4,118
<b>Fringe Benefits Subtotal</b>	<b>\$ 376,635</b>	<b>\$ 465,257</b>	<b>\$ 538,070</b>	<b>\$ 72,813</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,410,146</b>	



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