



### Why This Matters

Public Law 110-53, *Implementing Recommendations of the 9/11 Commission Act of 2007*, requires the Department of Homeland Security, Office of Inspector General, to audit individual states' management of State Homeland Security Program and Urban Areas Security Initiative grants.

The Federal Emergency Management Agency (FEMA) awarded the State of Washington (State) approximately \$91 million in Homeland Security Grant Program funds during fiscal years 2007 through 2009, of which almost \$32 million was for Urban Areas Security Initiative grants.

### DHS Response

FEMA concurred with one of the four recommendations and concurred with the intent of the remaining recommendations. Washington officials concurred with all four recommendations.

FEMA acknowledged that the findings in the report will be used to strengthen the effectiveness and efficiency of how the Homeland Security Grant Programs are executed and measured. FEMA recognized the need to continue to improve the process, including addressing the recommendations raised in our report.

### For Further Information:

Contact our Office of Public Affairs at (202)254-4100, or email us at [DHS-OIG.OfficePublicAffairs@dhs.gov](mailto:DHS-OIG.OfficePublicAffairs@dhs.gov)

## The State of Washington's Management of Urban Areas Security Initiative Grants

### What We Determined

Generally, the State did an effective and efficient job of administering the program requirements, distributing grant funds, and ensuring that all available funds were used. The State formed working groups to establish priorities and spent grant funds in accordance with such priorities and applicable federal laws and regulations. However, we identified two areas for improvement.

Specifically, the Seattle Urban Area strategy did not contain adequately defined goals and objectives to use in measuring performance. Also, the strategy had not been updated since 2005 and the State's grant applications were based on annual project rankings prepared by the State, rather than the strategy. As a result, the State did not have a basis for measuring improvements in its preparedness and response capabilities.

Further, the State has not implemented an assessment process to measure improvements in preparedness. Each year the State reassesses its priorities without consideration of performance improvement and attainment of objectives that were established in prior years. The State has also not fully incorporated the use of the Target Capabilities List established by FEMA to assist them in measuring improvements and identifying gaps according to FEMA guidance.

### What We Recommend

Assistant Administrator, Grant Programs Directorate, FEMA direct the State to:

- Develop procedures to periodically update the Urban Area strategy to include goals and objectives that are measurable and time-limited.
- Link the current grant application to the revised Urban Area strategy.
- Fully implement procedures to measure performance improvements and progress towards goals using the Target Capabilities List.
- Include performance measurements developed during this process in any update to the Urban Area Strategy.