



MURIEL BOWSER
MAYOR

May 8, 2024

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), and pursuant to section 2 of An Act To authorize the District of Columbia government to establish an Office of Civil Defense, and for other purposes, approved August 11, 1950 (64 Stat. 438; Pub. L. 81-686; D.C. Official Code § 7-2202), I am pleased to nominate the following individual:

Mr. William "Clint" Osborn
17th Place, NE
Washington, DC 20002
(Ward 7)

for appointment as Director of the Homeland Security and Emergency Management Agency, to serve at the pleasure of the Mayor.


Enclosed, you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Muriel Bowser", written over a large, stylized flourish.

Muriel Bowser
Mayor


Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

To confirm the appointment of William “Clint” Osborn as the Director of the Homeland Security and Emergency Management Agency.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, that this resolution may be cited as the “Director of Homeland Security and Emergency Management Agency William “Clint” Osborn Confirmation Resolution of 2024”.

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Mr. William “Clint” Osborn
17th Place, NE
Washington, DC 20002
(Ward 7)

as Director of the Homeland Security and Emergency Management Agency, established by section 2 of An Act To authorize the District of Columbia government to establish an Office of Civil Defense, and for other purposes, approved August 11, 1950 (64 Stat. 438; Pub. L. 81-686; D.C. Official Code § 7-2202), to serve at the pleasure of the Mayor.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution, upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

W. Clint Osborn



OVERVIEW

Mr. Osborn is an executive government administrator focusing on homeland security and emergency management with over 20 years of service in the public and private sectors. He specializes in evaluating, designing, and optimizing programs at all levels of government to protect lives, property, and the environment before, during, and after emergencies.

Mr. Osborn currently serves as the Interim Director of the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) where he directs an agency of 122 full-time staff and 30 contractors that execute mission-essential state and local level programs. He also serves as the State Administrative Agent for a grants portfolio of over \$60M in annual awards and is the Mayor's Homeland Security Advisor.

Prior to his interim appointment to Director, Mr. Osborn served as the Deputy Director of HSEMA where he oversaw the day-to-day operations of the agency's executive office and ensured that the agency operated effectively to meet its broad mission. He has served in several other roles within HSEMA, most recently as Chief of Operations and Intelligence where he was the principal emergency management coordinator for the District, executive sponsor for the District's Intelligence Fusion Center, and a member of the Mayor's incident management team. Before that, he served as HSEMA's Chief of Preparedness where he integrated District agencies with regional and federal partners to build a comprehensive homeland security and emergency management program that was reaccredited by the National Emergency Management Association.

Before joining District government, Mr. Osborn served for six years as a principal emergency management consultant where he designed and implemented multimillion dollar homeland security programs for local and state governments, colleges and universities, and regional transit systems. He developed and delivered training and exercises to municipal and county executives in major metropolitan areas around the country, including Houston, Atlanta, and the District of Columbia.

Mr. Osborn began his public safety career in Orange County, North Carolina, where he coordinated all aspects of the County's emergency management program for four years. He also served his community as a first responder as both a volunteer and paid emergency medical technician. Prior to joining the public safety community, he managed facilities and grant programs at the University of North Carolina and oversaw a graphic design and production portfolio for a private publishing company. In all three of these roles, he honed foundational skills that he still employs in all aspects of his work.

EDUCATION

Naval Postgraduate School, Center for Homeland Defense and Security

Executive Leaders Program, 2023

George Washington University

District of Columbia Government Executive Leadership Program, 2020

University of North Carolina at Chapel Hill, Gillings School of Global Public Health

Master of Healthcare Administration, 2006

- Dual Concentration - Community Preparedness/Disaster Management and Finance

- Business Continuity Internship with the Risk Management Services Department of the University of North Carolina at Chapel Hill

University of North Carolina at Chapel Hill

Bachelor of Arts with Distinction in Economics with a minor in English, 2001

SUBJECT MATTER EXPERTISE

- Executive leadership
- Crisis management and after-action assessments
- Homeland security and emergency management policy and operations
- Coalition building in multi-jurisdictional/agency environments
- Assessment, design, and implementation of complex programs
- Risk assessment and mitigation
- Executive facilitation and decision support
- National Special Security Event planning and execution
- Change management and organizational development

WORK EXPERIENCE

District of Columbia Homeland Security and Emergency Management Agency (HSEMA)

Interim Director, July 2022 - October 2023

Mayor's appointed executive tasked to lead an agency of 122 full-time staff and 30 contractors that execute mission-essential state and local level programs.

- State Administrative Agent for a grants portfolio of over \$60M in annual awards
- Mayor's Homeland Security Advisor and liaison to the Department of Homeland Security

Deputy Director, July 2022 - October 2023

Senior agency executive supporting the Director, overseeing the day-to-day operation and effectiveness of the agency, including serving as the Deputy Homeland Security Advisor to the Mayor.

Key initiatives:

- Sponsored and oversaw an agency-wide task force to integrate the District's 24-hour local and regional watch functions with the traditional intelligence analysis functions to create a consolidated 24-hr intelligence fusion center with the ability to seamlessly maintain situational awareness within the District and the National Capital Region and across all threats and hazards. This task force eliminated confusion between teams, reduced redundant and inconsistent reporting, and built consolidated workflows for incident assessment and analysis to leverage the capabilities of all elements of the fusion center.
- Published the first-of-kind agency management philosophy that aligned position titles, salary grades, and performance expectations to provide hiring managers and staff with a consistent reference point for organizing their teams, recruiting new staff, and coaching and growing existing staff in a consistent and equitable way. As a companion piece to the agency's new organization chart, this document addressed long-held concerns from staff about inequitable access to pay and opportunity by showing all staff and managers pathways to growth and consistent expectations at each level of performance.
- Developed overall framework for core management principles that guide how the agency identifies, trains, and evaluates managers. This initiative provides a growth trajectory for managers. It also focused on addressing staff concerns about inequitable management

practices by providing managers with consistent expectations and opportunities to engage new and modern training methods to implement these expectations.

Chief of Operations, August 2018 - June 2022

Principal incident manager for the District of Columbia directing all response readiness and logistics preparedness necessary to execute swift and efficient response and recovery for local emergencies and catastrophic disasters within the District.

Key initiatives:

- Assessed HSEMA's capabilities and capacity to respond to catastrophic disasters and multiple concurrent incidents. From that assessment, proposed and received broad support and funding to implement a three-year plan to address the identified gaps. As a result, in 2020, HSEMA was properly prepared to integrate the entirety of District government - over 35,000 staff - into a consolidated COVID-19 response enterprise then transition seamlessly to an area command model to manage an unprecedented series of significant emergencies and events during the COVID disaster including summer heat alerts, ongoing racial justice protests, the September 10 flood emergency, the January 6th attack on the US Capitol Building, and planning for and execution of the 2021 Presidential Inauguration.
- Planning Section Chief on the Mayor's Incident Management Team that led the District-wide response and recovery by: providing over 550K free tests and administering over 660K vaccines; providing 2.6M meals across 85 sites, as well as over 300K meal deliveries for seniors; opening over 1,100 physically-distanced isolation and quarantine beds for highly vulnerable people; expanded the capacity of local hospitals in the District by 60%; building a temporary hospital with 437 beds; and opening a disaster field morgue with a capacity of up to 360 decedents to reduce strain on the medical examiner and mortuary facilities. Ultimately, the District's outcomes were a model for the nation: hospitals maintained their normal standards of care and never ran out of ventilators; the mortuary community was able to handle the surge in decedents with respect and care; community members with food insecurity had an alternate source for food throughout the entire disaster; vulnerable populations - especially those experiencing homelessness - had alternative shelter options throughout the Disaster and no major outbreaks occurred in the homeless services system.
- Lead a transformative \$25M initiative building a new 42,000 square-foot emergency operations center to unify the local, state, and federal watch center and intelligence fusion functions. This creates a single center that can monitor, analyze, and support any incident which will significantly improve response and recovery for the nation's capital and a region of 5.5M residents and one of the nation's largest economies. It will also triple the capacity of the District's emergency operations center to increase collaboration and information sharing during National Special Security Events and declared disasters within the District.

Core Functions of the Role:

- Oversaw the District's daily and escalating incident management functions, including the 24x7 joint watch center, the emergency operations center, the logistics center and warehouse, and the intelligence fusion center.
- Directed, coached, and mentored a leadership team of two senior deputies and seven supervisory bureau chiefs leading over 100 total staff of full-time employees, contractors, and interns daily; coordinated and directed the entire agency workforce of over 150 full-time staff and contractors during emergency operations.
- Served as the District's principal emergency management coordinator and deputy state coordinating officer before, during, and after disaster response operations and special events, including: Multi-day July Boil Water Advisory (2018); Arthur Capper Senior Apartment Fire (2018); Hurricane Florence (2018); State Funeral for President George HW

Bush (2018); Winter Storm Activations (2019); State of the Union Address (2019, 2020, 2021); July 4th Celebrations and Presidential Salute to America (2019); July Heat Wave and Continuity of Operations Activation (2019); COVID-19 and Black Lives Matter Protests (2020); September 10 Flooding (2020); January 6th Attack on the US Capitol (2021); Presidential Inauguration of Joseph R. Biden (2021); Marbury Plaza Residential Systems Failure (June 2021); 295 Truck on Bridge Overpass (June 2021); Kennedy St Structural Collapse (July 2021); 3rd St Tunnel Flooding (July 2021); Talbert St Residential Displacement (August 2021).

- Coordinated consequence management plans and courses of action for all National Special Security Events in the District in close collaboration with FEMA's Office of National Capital Region Coordination and the FBI's Washington Field Office.
- Represented the District of Columbia on the Regional Emergency Managers Committee and the Regional Advisory Council for Homeland Security responsible for reviewing and recommending applications for over \$60M in grant awards for homeland security and emergency preparedness funding across 24 jurisdictions, including the State of Maryland and the Commonwealth of Virginia.

Chief of Preparedness, January 2017 - August 2018

Set the strategy for the District's comprehensive preparedness system by establishing a coalition of partners from DC and the National Capital Region at the local, state, and federal level to establish and meet key performance objectives. Directed the preparedness system through a programmatic approach of capability design and evaluation, objective setting, resource management, staffing, testing, training, exercises, and alignment of grants and local funds.

Key Initiatives:

- Served as agency executive sponsor and oversaw the District's third successful reaccreditation under the Emergency Management Accreditation Program where the District passed all 64 elements on the first review. During the review, the committee recognized the District for a new best practice for tracking accreditation activities between assessments using a work-based budgeting tool that consolidated accreditation requirements with all ongoing aspects of the preparedness system.
- Orchestrated the District's participation in the 2018 National Level Exercise where the District had the most exercise play of any local jurisdiction in the nation. Designed this challenging exercise to stress-test the agency and identify capability gaps.

Core Functions of the Role:

- Led over 25 staff - including full-time employees and contractors - grouped into five teams to sustain and build a comprehensive response and recovery program by building and sustaining doctrine with full executive authorization and implementing recurring planning, training, and exercises to build capacity and capabilities.
- Served as the District's representative to regional homeland security and emergency preparedness committees and FEMA Region III Regional Interagency Steering Committee and Regional Advisory Council to guide the joint regional preparedness strategy and set capability targets for local programs and joint regional initiatives.

Tetra Tech, Inc.

Principal Emergency Management Consultant, January 2011 - January 2017

- Served as project manager for concurrent, complex projects for major metropolitan areas, state and local governments, and colleges and universities in the following disciplines: hazard identification and risk assessment; business continuity and continuity of operations planning; emergency operations planning; custom training course development and delivery; and exercise design and delivery using the Homeland Security Exercise and Evaluation Program (HSEEP).

- Managed all aspects of a portfolio of homeland security and emergency management contracts valued at over \$4 million to deliver work products within accepted timelines and budgets.
- Provided strategic and advisory services to clients as they developed and expanded their emergency management and business continuity programs, sought accreditation, and increased their staffing and resources.
- Supervised and mentored staff from the junior to the executive level.

Sampling of projects:

- **Lead Planner and Senior Controller.** District of Columbia: City-wide Full-scale Snow Exercise (2016)
- **Project Manager and Lead Course Designer.** Washington Metropolitan Area Transit Authority: Computer-based Training for Fire Department (2015-2016)
- **Project Manager.** Washington Metropolitan Area Transit Authority: Metrorail Station Emergency Response and Evacuation Plans (2013-2016)
- **Technical Advisor and Exercise Facilitator.** Metro Houston Catastrophic Planning Program: Custom Preparedness Training and HSEEP-compliant exercises (2013-2015)
- **Project Manager.** Metropolitan Atlanta Rapid Transit Authority: Planning, Training, and Exercise Sustainment Program (2012-2016)

Orange County Emergency Services

Emergency Management Specialist/Branch Manager of Logistics & Planning, December 2006 - January 2011

- Served as lead emergency management coordinator for all emergencies in the jurisdiction, including multiple activations of the emergency operations center for weather and political visits, deployment of the Strategic National Stockpile, and mass vaccination site operations.
- Updated and redesigned all emergency management plans and executive materials to make them easier to understand and easier to reference during an activation.
- Worked closely with the Office of the County Attorney to ensure appropriate risk management and to develop, train, qualify, and equip a cadre of volunteers to support incident operations and special event equipment deployments.
- Planned, organized, conducted, and controlled exercises for multiple disciplines and scenarios, including the largest exercise in County history.
- Created and assisted in community outreach initiatives, including direct public education programs, and the local Community Emergency Response Team (CERT) program, and served on various interagency committees addressing day-to-day and emergency health and medical and human services needs in the community.
- Supervised a staff of three emergency management planners, two technical support staff, and a department logistics officer.

Volunteer and Staff Emergency Medical Technician, March 2003 - December 2006

University of North Carolina at Chapel Hill, Department of Genetics

Grants & Facilities Manager, October 2002 - August 2004

- Compiled and maintained federal grants totaling approximately \$13 million.
- Interfaced with various experts to identify projects and pursue funding sources.
- Assured application compliance with internal and external financial regulations.
- Oversaw the purchase and maintenance of capitalized equipment totaling over \$20 million to support hard-science laboratories.

University Directories

Graphic Production Manager, May 2001 - February 2002

- Hired and supervised a team of eight interns to design and produce advertisements in 18 college and university telephone directories.

- Negotiated project deadlines with supervisor prior to the start of the production season with 100% on-time submission rate.

SELECTED PRACTICAL TRAINING COURSES

North Carolina Division of Emergency Management and Durham Technical Community College

- Education Methodology
- Incident Command System 300 and 400
- Homeland Security Exercise and Evaluation Program (HSEEP) Training
- Mass Fatality Incident Response
- Points of Distribution
- Emergency Operations Center Management and Operations
- Community Emergency Response Team Train-the-Trainer

District of Columbia Homeland Security and Emergency Management Agency

- G-305 All-Hazards Incident Management Team

Federal Emergency Management Agency Emergency Management Institute

- NEMA/EMI New State Directors Course
- FEMA Professional Development Series
- FEMA E210: Recovery from Disaster
- Basic Public Information Officer Course

PROFESSIONAL CONTRIBUTIONS & AFFILIATIONS

Selected Recent Presentations

- **Keynote Address: Bringing Innovation and Emergency Management Together**
Guidehouse and American Red Cross EMSpire Symposium, October 2023
- **2020 Hindsight: From COVID to the Attack on the US Capitol**
2021 National Homeland Conference; 2022 North Carolina Emergency Management Association Fall Conference; 2023 George Washington University Crisis Management Team
- **Impacts of Migrant Inflows on District Operations**
Panel Discussion, Governors Homeland Security Advisors Meeting, October 2022
- **State/Local Perspectives on Continuous Improvement in Emergency Management**
FEMA Continuous Improvement Technical Assistance Program (CITAP), December 2022
- **The Role of Emergency Management in Civil Unrest**
National ResilienceEXCH Virtual Summit, January 2022

Federal Emergency Management Agency

- Representative on the FEMA Emergency Operations Center Skillsets Workgroup
- Representative on the FEMA Emergency Operations Center Virtualization Workgroup
- FEMA Region III Regional Interagency Steering Committee and Regional Advisory Council

National Homeland Security and Emergency Management Associations

- National Governors Association, Governors Homeland Security Advisors Council
- District representative to the National Emergency Management Association
- Board Member, National Homeland Security Association

National Capitol Region UASI/Metropolitan Washington Council of Governments

- SAA and Agency Representative, Homeland Security Executive Committee
- Co-Chair, Regional Emergency Management Committee (Emergency Support Function-5),
- Executive Sponsor, Regional Watch Desk Steering Committee



Executive Office of the Mayor – Mayor’s Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

William “Clint” Osborn



Mr. Osborn is the Interim Director of the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) after serving as the Deputy Director since June 2022. Mr. Osborn previously served as HSEMA’s Chief of Operations and Intelligence, responsible for the 24/7 integrated intelligence and operations fusion center, the emergency operations center, logistics and facilities, safety and security, and the District’s preparedness program. Throughout 2020 and 2021, he served on the Mayor’s Incident Management Team which handled several concurrent emergencies from COVID-19 to the extended summer heat season, the Justice for George Floyd protests, the January 6th siege of the US Capitol, and the 2021 Presidential

Inauguration. Prior to his role as Deputy Director, Mr. Osborn served as HSEMA’s Chief of Preparedness where he was responsible for the District-wide emergency management preparedness enterprise.

Mr. Osborn is the District’s representative on the National Capitol Region Homeland Security Executive Committee and the Mayor’s Homeland Security Advisor to the Department of Homeland Security. He is an active member of the Big Cities Emergency Managers (BCEM), the National Emergency Management Association (NEMA) Deputy Directors Group, and the Governors’ Homeland Security Advisors Council (GHSAC) within the National Governors Association. He also serves on the board of the National Homeland Security Association.

Before joining HSEMA, Mr. Osborn was a principal emergency management consultant with Tetra Tech focusing on preparedness program development for emergency management agencies and transit organizations in Urban Areas Security Initiative (UASI) regions. His UASI regions included Atlanta, Houston, Dallas-Fort Worth, and the National Capital Region, where he focused on developing custom plans, training courses, and exercises. He began his career with Orange County (NC) Emergency Services as the emergency management specialist and before that as an EMT. If you ask him about it, he’ll tell you why he’s the Harry Potter of emergency management.

A Ward 7 resident, Mr. Osborn earned his undergraduate and graduate degrees from the University of North Carolina at Chapel Hill, including a graduate certificate in community preparedness and disaster management. He is also a 2020 graduate of the District of Columbia’s Executive Leadership Program, hosted by George Washington University and a 2023 graduate of the Executive Leaders Program at the Naval Postgraduate School’s Center for Homeland Defense and Security.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Tomas Talamante, Steve Walker
From: Betsy Cavendish
Date: May 1, 2024
Subject: Legal sufficiency review of Resolution nominating William “Clint” Osborn as Director of the Homeland Security and Emergency Management Agency

This is to Certify that this office has reviewed the above-referenced resolution and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Erika Satterlee, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

A handwritten signature in cursive script that reads 'Elizabeth A. Cavendish'.

Elizabeth A. (Betsy) Cavendish