



HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

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1 HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY

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.

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.

2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>DC HSEMA completed the construction of the District’s new Emergency Operations Center (EOC), located at 1015 Half St SE. The District’s EOC serves as the District’s primary location for emergency management and disaster response.</p>	<p>The buildout of the new EOC has 1) increased operational space to better accommodate the multiple agencies that support EOC operations during incidents; 2) improved technology and emergency communications infrastructure that enhances of response and coordination capabilities; and 3) allows for the first backup EOC to be created at HSEMA’s previous headquarters located at the Unified Communications Center.</p>	<p>The capabilities of the District’s EOC as the primary location for emergency management and disaster response—managed by HSEMA—facilitate state and federal coordination and support multi-agency coordination of information and resources. The buildout of the new EOC facility ensures that District agencies can efficiently and effectively support the residents of DC in preparing for, responding to, and recovering from emergency incidents facing the District.</p>
<p>DC HSEMA successfully applied for \$6.1 million in Federal Emergency Management Agency (FEMA) funding through the STORM Act to launch the Resilient Housing for All loan fund, in partnership with the Department of Housing and Community Development (DHCD), Housing Production Trust Fund (HPTF), and the DC Green Bank (DCGB).</p>	<p>Only eight states (including the District) received funding through the STORM Act after submitting applications through a competitive process. This new funding source provides the government with a capitalization grant to fund low-interest loans to create a revolving loan fund. Not only will this funding support the important goal of providing safe and affordable housing to all residents, but it will create a funding stream for future lines of resilience projects.</p>	<p>The Resilient Housing for All Loan Fund is designed to award loans directly to eligible affordable housing developers to integrate resilient design principles into affordable housing developments. This may include structural flood-proofing, drainage improvements, and investments in green infrastructure that reduce flood risks. These resilience projects will reduce hazard risks for our most vulnerable residents, while also working towards several of the District’s goals for affordable housing, with a focus on preserving the existing supply of affordable housing, expanding the affordable housing stock, and furthering the development of affordable housing services to DC residents. This funding will help accomplish these goals by ensuring that construction proactively addresses climate related risks.</p>

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Accomplishment	Impact on Agency	Impact on Residents
<p>The mission of DC HSEMA's Protect DC program is to provide a safe and secure environment for all DC residents. In partnership with the Mayor's of Community Affairs and the DC Public Charter School Board, the program successfully organized community preparedness events for LGBTQIA+ community-based organizations, public charter schools, and faith-based organizations. The community engagement series provided participants with information on preventing targeted violence and terrorism and technical assistance on applying for the federal Non-Profit Security Grant Program.</p>	<p>The Protect DC program furthers the HSEMA's efforts to prevent targeted violence and terrorism through community referrals and coordinating the delivery of services to at-risk individuals. The program has received 62 referrals through its anonymous reporting from residents, community organizations, and other agencies. The program has successfully provided threat assessment and management services and implementation of interventions to mitigate and prevent the likelihood of violence such as performing vulnerability assessments, facilitating community mediation, and coordinating the delivery of mental health and well-being resources.</p>	<p>The Protect DC program has trained more than 300 residents and workers from various backgrounds in the Fundamentals of Behavioral Threat Assessment and Management. The program has measured a 10% knowledge gain of participants, demonstrating an increased awareness of the risk factors and warning signs of violence. In addition, the program partnered with the Office of the Deputy Mayor of Education and local education agencies to host the first District-wide Campus Safety Summit, bringing together more than 450 school leaders and operations staff to share information, training, and discuss safety and security requirements.</p>

3 2023 OBJECTIVES

Strategic Objective

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.

Homeland Security and Intelligence - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.

Resilience and Emergency Preparedness - Resilience and Emergency Preparedness 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.

Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.

Create and maintain a highly efficient, transparent, and responsive District government.

4 2023 OPERATIONS

Operation Title	Operation Description
<p>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.</p>	
Deployment for incident management: Daily Service	Deploy HSEMA personnel across the District to manage incidents, and to other jurisdictions to support incident response and management through EMAC.
Manage Disaster Logistics Center: Daily Service	Manage the District's Disaster Logistics Center warehouse and coordinate disaster logistics operations during incident response.
Emergency Operations Center (EOC): Daily Service	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. On a daily basis, the Joint All Hazards Operations Center (JAHOC) serves this function 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.
<p>Homeland Security and Intelligence - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.</p>	
Tactical Analysis: Daily Service	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.
Strategic Analysis: Daily Service	Provide strategic analysis and assessments of threats and hazards for public safety partners and decision makers by researching, analyzing, and synthesizing regional patterns and trends.
Information Sharing: Daily Service	Ensure timely, relevant, and vetted intelligence information and analysis related to the safety and security of District citizens and first responders is provided to local, regional, and national public safety partners.
<p>Resilience and Emergency Preparedness - Resilience and Emergency Preparedness 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.</p>	
UASI Funding: Daily Service	Continue to drive the District's competitiveness in receiving Urban Area Security Initiative (UASI) grant funds by ensuring District priorities are represented in regional strategies, and identifying projects to move priority regional capabilities towards target levels.
Continuity Of Operations (COOP) Planning: Daily Service	Support the District agencies responsible for updating their COOP plans annually with exercising, evaluating, and, if necessary, revising their COOP plans.
Capability Building: Daily Service	Identify and implement projects to build priority preparedness capabilities to target levels.
Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities: Daily Service	Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities.

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Operation Title	Operation Description
Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities: Daily Service	Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities.
Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.	
Regional Support: Daily Service	Provides leadership to the NCR as members of regional homeland security and emergency management leadership teams and supporting governance groups.
Mayor's Special Event Task Group (MSETG): Daily Service	Manage the administration of the MSETG, a body responsible for organizing the City's public safety planning efforts for events requiring interagency coordination.
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): Daily Service	Provides financial and programmatic oversight to various grant programs administered by DC HSEMA including emergency preparedness and response and recovery programs. Administers numerous individual subawards/projects in the District of Columbia and the National Capital Region.
Community Outreach & Media Prepare: Daily Service	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.

5 2023 STRATEGIC INITIATIVES

In FY 2023, Homeland Security and Emergency Management Agency had 5 Strategic Initiatives and completed 40%.

Title	Description	Update
UCC EOC Renovation	By the end of FY23, HSEMA plans to ratify the contract for Title II (construction) services. Construction of the Unified Communications Center (UCC) is set to take place in FY24 following the full operationalization of the Half Street SE facility.	Completed to date: 0-24% The solicitation process for Title II services will begin in December 2023 (FY24/Q1) with a fully ratified contract expected by March 31, 2024.
Transition to Half Street SE	In FY23, HSEMA will transition day-to-day operations to its new facility at Half Street SE and will begin transitioning its emergency operations capabilities to include the 24/7 Joint All Hazards Operations Center, the District's Emergency Operations Center, and the District's Fusion Center.	Completed to date: Complete All HSEMA day-to-day and emergency operations have fully transitioned to the Half Street facility.
Mitigation Project Implementation	In FY23, HSEMA will complete the design phase for the St. Elizabeths campus microgrid and complete the underlying strategy for the blue-green infrastructure project in SW DC. These two projects are high priority objectives in the Resilient DC strategy that will increase the District's resilience to power disruptions and flooding events, respectively.	Completed to date: 75-99% In Q4 HSEMA worked closely with DGS to award the contract for the St. Elizabeths microgrid project and kick off the design phase. Design will be completed in FY2024. As noted in last quarter the SW Buzzard Point Flood Resilience Strategy was released and has gone through public comment.
Racial Equity Work Plan	In FY23, HSEMA will complete the racial equity agency plan as a member of the racial equity pilot cohort through ORE and will develop a District-wide workplan for incorporating racial equity considerations in emergency management operations.	Completed to date: Complete HSEMA completed the Racial Equity Work Plan and submitted it on 3/31/2023. HSEMA will continue working on establishing protocols and incorporating racial equity considerations in emergency management operations through the rest of the fiscal year.

School
Safety
Program
Develop-
ment

In FY23, HSEMA will continue ongoing support to DCPS for the development and socialization of school safety plans, and will develop and begin implementation of a workplan to expand this support to other education sector stakeholders including charter and private schools and higher education campuses.

Completed to date: 75-99%
HSEMA transitioned all public charter schools to the CORE DC system. HSEMA made Protect DC available to school communities as a mechanism to make referrals for people who may pose a risk of violence or serious harm. HSEMA-interagency taskforce launched the inaugural District-wide Campus Safety Summit.

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
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.											
Percentage of weekly EOC facility inspections completed per quarter	Up is Better	52.8%	72.5%	84.6%	92.3%	41.7%	23.1%	60.8%	100%	Unmet	Q3 and Q4 saw a drop in the number of inspections conducted due to the move of the agency from the Martin Luther King Jr Ave SE location to the new Half St SE facility, and continuous technical work at the new EOC.
Percent of employees with activation responsibilities trained in their EOC role	Up is Better	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	90%	Met	
Homeland Security and Intelligence - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.											
Percentage of distributable analytic products co-authored with one or more federal, state, or local partners that meet a DHS Standing Information requirement	Up is Better	2.5%	1.3%	0%	0%	1%	0%	0.3%	10%	Unmet	HSEMA's Strategic Intelligence Bureau (SIB) only published one co-authored analytical product due to insufficiently engaging partners. SIB is revamping its liaison officer program to align production with mission requirements of partners and stakeholders.
Percentage of fusion center staff trained against 28 CFR Part 23, and Privacy Civil Rights and Civil Liberty Policies	Neutral	New in 2022	100%	100%	100%	100%	100%	100%	100%	Neutral Measure	
Resilience and Emergency Preparedness - Resilience and Emergency Preparedness 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.											

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percent of employees funded through the FEMA Emergency Management Performance Grants (EMPG) program that have completed the EMPG training requirements	Up is Better	60%	63.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	67.3%	95%	Unmet	HSEMA uses its learning managing system HSEMAAcademy.com as the system of record to track this metric. In some cases, employees may have completed the training but have not properly uploaded their certificates into the system. HSEMA will work with those employees to properly complete the requirement.
Percentage of Single Member Districts where HSEMA conducted a community preparedness training or event.	Up is Better	81%	66.7%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	73.9%	75%	Nearly Met	Community preparedness efforts are undergoing programmatic changes.
Percentage of executive level staff with responsibilities in the Emergency Operations Plan completing an emergency senior/cabinet level training within 60 days of onboarding	Up is Better	0%	0%	100%	0%	100%	100%	100%	100%	Met	
Percent of EMAP accreditation standards for which HSEMA has current documentation	Up is Better	57.6%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	95%	Met	
Percentage of new or revised plans (where the planning process was led by HSEMA) socialized through training, exercise, or real-world events.	Up is Better	74.4%	71.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96.7%	90%	Met	
Percent of agencies with roles in the EOP that participated in HSEMA led trainings, exercises or training and exercise working group meetings.	Up is Better	12%	44.5%	42.3%	25%	9.6%	11.5%	88.5%	75%	Met	
Percent increase from the previous year in the amount of competitive grant funding awarded to HSEMA for resilience and hazard mitigation	Up is Better	Not Available	-43.6%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-21.3%	5%	Unmet	There was a 21% decrease in the amount of competitive grant funding awarded to HSEMA for resilience and hazard mitigation from the previous year.

Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percent of federal subgrants issued within 45 days of award receipt	Up is Better	Not Available	97%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	43%	90%	Unmet	There was a one-week delay in issuing certain subawards due to system changes and a turnover in signing authority.
Percent of grant dollars spent within the timeframe of the grants	Up is Better	Not Available	99.2%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	98%	Met	
Percent increase in the number of recipients of AlertDC	Up is Better	2.9%	2.2%	0.4%	0.6%	0.5%	1.3%	2.9%	3%	Nearly Met	HSEMA will continue outreach activities to increase the number of Alert DC subscribers.

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Deployment for incident management							
Number of days agency staff are deployed out of District to support response and recovery activities in other jurisdictions	0	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	21
Number of days JAHOC teams are deployed to special events	11	30	8	2	16	8	34
Number of days agency staff are deployed to incident sites	257	171	21	1	5	6	33
Emergency Operations Center (EOC)							
Number of level 3 (enhanced) or higher Emergency Operations Center activations	27	24	4	4	4	5	17
Number of AlertDC messages sent to the public	9,751	10,254	1,989	1,979	2,223	2,352	8543
Number of HSEMA alerts sent to District government staff	5,564	5,749	948	889	976	753	3566
Number of alerts processed through JAHOC inbox	8,449	11,639	8,345	8,294	10,771	10,355	37,765
Information Sharing							
Number of situational and analytic products distributed to vetted fusion center partners	Not Available	495	112	105	104	107	428
Tactical Analysis							
Number of raw suspicious activity reports (SARs) processed	720	483	96	92	96	103	387
Number of requests for information (RFIs) processed	851	773	93	123	119	87	422
Number of emerging incidents and planned events supported by fusion center staff assigned to facilitate information collection and analysis aligned to vetted stakeholder collection priorities and/or information needs	Not Available	27	3	4	4	3	14
Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities							
Number of District plans created, revised, or reviewed for District Government partners annually	285	121	31	69	21	81	202
Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities							

Workload Measures (continued)

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Number of trainings provided to first responders, District employees, and the public by HSEMA	207	160	39	35	54	36	164
Community Outreach & Media Prepare							
Number of community preparedness trainings or events conducted by HSEMA	152	118	6	24	38	29	97
Mayor's Special Event Task Group (MSETG)							
Number of special events that have been processed by the Mayor's Special Events Task Group	48	75	6	26	34	27	93
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)							
Number of grant monitoring visits	0	9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of reimbursements processed for subrecipients annually	Not Available	2,685	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4030
Number of active subawards	662	1,026	982	956	986	956	956