

# Homeland Security and Emergency Management Agency FY2020

**Agency** Homeland Security and Emergency Management Agency

**Agency Code** BNO

**Fiscal Year** 2020

**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.

## 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	Ready DC – Ready DC 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.

## Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
<b>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)</b>					
Percent of employees with activation responsibilities qualified in their EOC role	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
Percentage of eligible EOC staff in attendance at EOC Readiness training per quarter	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
Percentage of weekly EOC facility inspections completed per quarter	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
<b>2 - Intelligence and Analysis – Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (2 Measures)</b>					
Percent of distributable analytic products co-authored with one or more federal, state or local partners	Up is Better	39.4%	11.4%	2.9%	10%
Percent of increase in the number of subscribers to fusion center situational and analytic product distribution lists	Up is Better	14.8%	10.4%	11.7%	10%
<b>3 - Ready DC – Ready DC 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)</b>					
Percent of employees funded through the FEMA Emergency Management Performance Grants (EMPG) program that have completed the EMPG training requirements	Up is Better	95.9%	83.3%	92.6%	95%
Percent of EMAP accreditation standards for which HSEMA has current documentation	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Percentage of new or revised plans (where the planning process was led by HSEMA) socialized through training or exercise.	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
<b>4 - Agency Management – Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (3 Measures)</b>					
Percent of federal subgrants issued within 45 days of award receipt	Up is Better	93.5%	99.3%	90.8%	90%
Percent of grant dollars spent within the timeframe of the grants	Up is Better	80.5%	97.8%	98.3%	98%
Percent increase in the number of recipients of AlertDC	Up is Better	3.9%	9.9%	3%	3%

## Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)</b>				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	100%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	89.5%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	85.7%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management – Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management – Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	Not Available	Waiting on Data	Waiting on Data

\*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

## Operations

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Operations Header	Operations Title	Operations Description	Type of Operations
<b>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 Activities)</b>			
Emergency Operations Center (EOC)	Emergency Operations Center (EOC)	- 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 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.	Daily Service
Emergency Management Assistance Compact (EMAC)	Deploy HSEMA personnel through EMAC in support of emergency or special event operations in other jurisdictions	HSEMA emergency operations center personnel deploy to other states and localities to assist with emergency response or special events.	Daily Service
<b>2 - Intelligence and Analysis – Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (3 Activities)</b>			
Information Sharing	Information Sharing	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.	Daily Service
STRATEGIC ANALYSIS	Strategic Analysis	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.	Daily Service
Tactical Analysis	Tactical Analysis	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.	Daily Service
<b>3 - Ready DC – Ready DC 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. (5 Activities)</b>			
Capability Building	Capability Building	Identify and implement projects to build priority preparedness capabilities to target levels.	Daily Service
UASI Funding	UASI Funding	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.	Daily Service
Continuity of Operations (COOP) Planning	Continuity Of Operations (COOP) Planning	Support the District agencies responsible for updating their COOP plans annually with exercising, evaluating, and, if necessary, revising their COOP plans.	Daily Service
PLANNING	Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities	Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities.	Daily Service
TRAINING	Maintain the District’s training and exercise plan in alignment with identified District Preparedness System capability priorities	Maintain the District’s training and exercise plan in alignment with identified District Preparedness System capability priorities.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
<b>4 - Agency Management – Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (4 Activities)</b>			
Regional Support	Regional Support	Provides leadership to the NCR as members of regional homeland security and emergency management leadership teams and supporting governance groups.	Daily Service
COMMUNITY OUTREACH & MEDIA PREPARE	Community Outreach & Media Prepare	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.	Daily Service
Grants Management	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)	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.	Daily Service
Mayor's Special Event Task Group (MSETG)	Mayor's Special Event Task Group (MSETG)	Manage the administration of the MSETG, a body responsible for organizing the City's public safety planning efforts for events requiring interagency coordination.	Daily Service

## Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>1 - Deploy HSEMA personnel through EMAC in support of emergency or special event operations in other jurisdictions (1 Measure)</b>			
Number of days agency staff are deployed out of District to support response and recovery activities in other jurisdictions	New in 2020	New in 2020	New in 2020
<b>1 - Emergency Operations Center (EOC) (6 Measures)</b>			
Number of level 3 (enhanced) or higher Emergency Operations Center activations	4	5	4
Number of days JAHOC teams are deployed to special events	New in 2020	New in 2020	New in 2020
Number of AlertDC messages sent to the public	New in 2020	New in 2020	New in 2020
Number of HSEMA alerts sent to District government staff	New in 2020	New in 2020	New in 2020
Number of days agency staff are deployed to incident sites	New in 2020	New in 2020	New in 2020
Alerts processed through JAHOC inbox	New in 2020	New in 2020	New in 2020
<b>2 - Tactical Analysis (2 Measures)</b>			
Number of raw suspicious activity reports (SARs) processed	706	448	440
Number of requests for information (RFIs) processed	968	672	437
<b>3 - Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities (1 Measure)</b>			
Number of District plans created, revised, or reviewed for District Government partners annually	179	155	100

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>3 - Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities (4 Measures)</b>			
Number of trainings provided to first responders, District employees, and the public by HSEMA	44	55	130
Number of individuals trained by HSEMA	2179	1007	1591
Number of executive level staff completing an emergency senior/cabinet level training within 60 days of onboarding	0	1	0
Percent of District agencies with lead and support roles that participated in HSEMA led trainings or exercises	96.2%	34.1%	85.2%
<b>4 - Community Outreach &amp; Media Prepare (1 Measure)</b>			
Number of community outreach events attended or conducted by HSEMA	187	205	234
<b>4 - Mayor's Special Event Task Group (MSETG) (1 Measure)</b>			
Number of special events that have been processed by the Mayor's Special Events Task Group	107	116	92
<b>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) (3 Measures)</b>			
Number of reimbursements processed for subrecipients annually	3665	4025	3579
Number of active subawards	New in 2020	New in 2020	New in 2020
Number of grant monitoring visits	New in 2020	New in 2020	New in 2020

## Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Capability Building (1 Strategic Initiative)</b>		
Watts Branch Home Surveys	In FY20, HSEMA will complete home surveys in Watts Branch (Ward 7) to determine the eligibility of homes for floodproofing mitigation. These surveys will be used to create a FloodSmart program, similar to RiverSmart and Great Streets, and increase the resilience of the community against potential flooding impacts.	09-30-2020
<b>Community Outreach &amp; Media Prepare (1 Strategic Initiative)</b>		
Community Insurance Trainings	In FY20, HSEMA will create an outreach workshop in Ward 8 focused on insurance coverage including home owner, rental, and commercial policies. The workshops will also cover how FEMA and the Small Business Administration may subsidize insurance after a disaster or major loss.	09-30-2020
<b>Emergency Operations Center (EOC) (1 Strategic Initiative)</b>		
Emergency Operations Center Renovations	In FY20, HSEMA will continue to upgrade the capabilities of the District's Emergency Operations Center (EOC). Working with the Department of General Services, HSEMA will redesign the EOC floor space to increase efficiency and maximize capacity during operations. HSEMA expects the design phase of this project to be complete by the end of FY20. In addition, HSEMA expects to have an enhanced situational awareness platform in place by the close of FY20.	09-30-2020
<b>Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities (1 Strategic Initiative)</b>		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
IMT Academy	In FY20, HSEMA will lead the inter-agency Incident Management Team Academy, which will graduate its first cohort and welcome a second cohort. Each IMT cohorts will provide enhanced incident management and emergency preparedness capabilities to District agencies and partners, building combined strength across the District for the management of major incidents.	09-30-2020
<b>Strategic Analysis (1 Strategic Initiative)</b>		
Physical Risk Assessment Teams	In FY20, HSEMA will establish physical risk assessment teams to conduct periodic physical risk assessments of District government buildings to identify vulnerabilities that could put the facilities at increased risk. Teams will be formed, trained, and ready for deployment by the end of FY20	09-30-2020