

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



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



# 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.

**Summary of 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.

## 2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In 2018, HSEMA in coordination with the EPC, established Disaster Logistics as one of seven strategic priorities for the District's preparedness program. The District's response to the COVID-19 pandemic required demonstration and rapid expansion of this capability to meet the needs of the District's residents and government agencies. In response, HSEMA – working with OCP, DPW, and DCNG – operationalized a new warehouse, the Disaster Logistics Center (DLC), to store, manage, and distribute disaster supplies including personal protective equipment, water, and surge mass care equipment. Additionally, HSEMA expanded the District's resource management capability through expansion of the EOC's Resource Unit and refinement of resource management processes in WebEOC.	While expansion of HSEMA's logistics capability marks a notable development in our ability to support our partner agencies during COVID response and in future disasters, it does require a significant and sustained resource investment, specifically in the form of staff now dedicated to management and operation of the DLC.	The DLC houses critical emergency supplies which the District now has on hand for rapid deployment to residents or to other District agencies to support delivery of their services in the community. Having these resources on hand, and the systems in place to manage and distribute them, reduces the time it takes to meet the vital needs of the District's residents in response to future emergencies or disasters.
In early March, with minimal notice, HSEMA was able to relocate EOC operations and the Joint Information Center (JIC) to the Health Emergency Coordination Center to collocate with DC Health during COVID-19 response. This demonstrated HSEMA's ability to operationalize its COOP plans at a new location quickly and with minimal disruption to operations. HSEMA maintained this COOP posture for 7.5 months while building capability and capacity to operate a virtual EOC should future emergencies require virtual operations.	Establishing and operationalizing both COOP and virtual EOC operations demonstrated operational capability and resiliency while offering an opportunity for training HSEMA staff, emergency liaison officers and public information officers from partner agencies on non-standard EOC and response operations.	Capacity built and demonstrated through these operations ensures the EOC is resilient and operational in the face of both standard emergencies and large-scale disasters, allowing for rapid response and resource coordination to meet the immediate needs of residents in an emergency.
In addition to staffing and managing the EOC/JIC/HECC for COVID-19 response, HSEMA staff members were embedded in all aspects of the response operations providing long-term staff support to the Health and Medical, Human Services, Fatality Management, and Education Branches as well as the Mission Support and Government Operations Sections. HSEMA staff also led and staffed the Recovery Section and served as Incident Commander, Planning Section Chief, and Deputy Operations Chief for the District's Incident Management Team. Additionally, HSEMA staff played an integral role in the JIC mission of communicating timely, accurate, and accessible information to the public. During COVID response, HSEMA also supported response to multiple concurrent incidents including Hurricane Isaias, First Amendment events in June, the August March on Washington, the September 10th flooding event, and heat emergencies throughout the summer months. Prior to COVID response, the EOC was activated for five days in support of events associated with the Nationals' World Series victory.	Capacity built and demonstrated through these operations validates two years of interim process improvements and ensures the EOC and JIC are resilient and operational in the face of both standard emergencies and large-scale disasters. This allows for rapid response and resource coordination to meet the immediate needs of residents in an emergency. However, sustained response operations required staff to work extended hours in their operational roles significantly reducing available bandwidth for execution of steady state priorities and operations.	The demonstrated ability of the EOC to stretch for a months long COVID response while simultaneously surging to meet the needs of concurrent events and emergencies ensured that residents had ready access to emergency information and resources throughout the year. Additionally, by establishing the EOC and JIC early in the COVID response, the District – coordinated by HSEMA – established critical response elements including (1) a city-wide testing program at fixed sites and rotating locations; (2) expanded social services support through grocery and meal delivery; (3) expanded mortuary capacity; (4) a 428 bed alternate care facility; (5) on-demand family assistance for every family that lost a loved one to COVID, and (6) translated critical life-saving information for residents into the District's six required languages.

## 2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet 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	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	100%	100%	100%	100%	100%	New in 2020	
Percentage of eligible EOC staff in attendance at EOC Readiness training per quarter	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	New in 2020	
Percentage of weekly EOC facility inspections completed per quarter	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	100%	100%	100%	No applicable incidents	100%	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	Quarterly	39.4%	11.4%	2.9%	10%	4.3%	25%	2.6%	5.3%	5.1%	Unmet	As an all-hazards fusion center many of the NTIC resources were leveraged towards the COVID-19 response this FY. This type of production does not lend itself to joint sealed production, as it is specific to the NTIC's AOR.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of increase in the number of subscribers to fusion center situational and analytic product distribution lists	Quarterly	14.8%	10.4%	11.7%	10%	2%	2.8%	2.5%	-71.3%	-69.1%	Unmet	During FY20 Q4 the NITC scrubbed its distribution list and required all recipients remaining on the list to sign a new non-disclosure agreement (NDA) to continue receiving products. This resulted in the removal of approximately 3,000 legacy recipients, mostly from inactive email addresses, etc.

**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)**

Percent of employees funded through the FEMA Emergency Management Performance Grants (EMPG) program that have completed the EMPG training requirements	Annually	95.9%	83.3%	92.6%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92.59%	Nearly Met	Though the majority of staff have completed their training, staff turnover and limited bandwidth for training during COVID response were limiting factors in meeting this target.
Percent of EMAP accreditation standards for which HSEMA has current documentation	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	81.25%	New in 2020	
Percentage of new or revised plans (where the planning process was led by HSEMA) socialized through training or exercise.	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4.44%	New in 2020	

**4 - Agency Management – Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (3 Measures)**

Percent of federal subgrants issued within 45 days of award receipt	Annually	93.5%	99.3%	90.8%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	88.51%	Nearly Met	The 45-day pass through deadline is in October after the end of the Q4 reporting period; final results can be reported after the 45 window has closed.
Percent of grant dollars spent within the timeframe of the grants	Annually	80.5%	97.8%	98.3%	98%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.79%	Met	
Percent increase in the number of recipients of AlertDC	Quarterly	3.9%	9.9%	3%	3%	3.6%	3.3%	22.8%	4.6%	40.1%	Met	

**2020 Workload Measures**

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<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	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
<b>1 - Emergency Operations Center (EOC) (6 Measures)</b>							
Number of level 3 (enhanced) or higher Emergency Operations Center activations	5	4	7	2	2	2	13
Number of days JAHOC teams are deployed to special events	New in 2020	New in 2020	9	1	0	2	12
Number of AlertDC messages sent to the public	New in 2020	New in 2020	2242	2380	2469	2580	9671
Number of HSEMA alerts sent to District government staff	New in 2020	New in 2020	10	996	1530	1465	4001

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
Number of days agency staff are deployed to incident sites	New in 2020	New in 2020	8	22	71	66	167
Alerts processed through JAHOC inbox	New in 2020	New in 2020	2670	2402	2376	2281	9729
<b>2 - Tactical Analysis (2 Measures)</b>							
Number of raw suspicious activity reports (SARs) processed	448	440	126	140	106	93	465
Number of requests for information (RFIs) processed	672	437	101	103	129	116	449
<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	155	100	43	14	0	41	98
<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	55	130	7	18	0	1	26
Number of individuals trained by HSEMA	1007	1591	324	310	0	63	697
Number of executive level staff completing an emergency senior/cabinet level training within 60 days of onboarding	1	0	0	1	0	0	1
Percent of District agencies with lead and support roles that participated in HSEMA led trainings or exercises	34.1%	85.2%	20.1%	14%	No applicable incidents	1.3%	11.8%
<b>4 - Community Outreach &amp; Media Prepare (1 Measure)</b>							
Number of community outreach events attended or conducted by HSEMA	205	234	47	35	0	7	89
<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	116	92	12	30	6	0	48
<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	4025	3579	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3227
Number of active subawards	New in 2020	New in 2020	384	336	346	253	1319
Number of grant monitoring visits	New in 2020	New in 2020	0	0	0	0	0

## 2020 Operations

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

Operations Header	Operations Title	Operations Description	Type of Operations
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
<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

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<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.	Complete	The results from the original survey were used to compile the Executive Summary – FloodSmart Home Research for communities in Wards 6, 7 and 8. The attached report outlines the path forward to develop new flood mitigation projects using a long-term strategy to implement the FloodSmart Program by completing residential flood retrofits. Refer to the attached Executive Summary.	
<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.	Complete	Conducted Flood Insurance Stakeholder Workshop, producing preliminary approaches for improving community outreach. Engaged contractor services to implement outreach in Ward 8 along Watts Branch	
<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.	25-49%	To date, HSEMA and the DGS A/E contractor have worked to create a final set of design concepts. Drawings and schematics will begin in November 2020.	The initial design required amendment to accommodate adjusted requirements. Funding intended to support these changes was unavailable due to COVID. Design adjustments will recommence in November with anticipated completion in March 2021.
<b>Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities (1 Strategic Initiative)</b>				
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.	50-74%	Our ability to deliver classes and conduct exercises are on hold indefinitely through COVID-19. We have reset our completion target for the first cohort to the end of 2021 so that we can potentially use the District's 2021 Inauguration and planning as part of our cohort opportunities for evaluation of skills.	Our ability to deliver classes and conduct exercises are on hold indefinitely through COVID-19. We have reset our completion target for the first cohort to the end of 2021 so that we can potentially use the District's 2021 Inauguration and planning as part of our cohort opportunities for evaluation of skills.
<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	0-24%	Due to high staff turnover and tasking of new staff to training/onboarding and preparation for the presidential election and inauguration no work has been done this quarter. Additionally, trainings are postponed in light of COVID-19.	Due to high staff turnover and tasking of new staff to training/onboarding and preparation for the presidential election and inauguration no work has been done this quarter. Additionally, trainings are postponed in light of COVID-19.