

# Homeland Security and Emergency Management Agency FY2021

Agency Homeland Security and Emergency Management Agency

Agency Code BNO

Fiscal Year 2021

**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.

## 2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Throughout FY21, HSEMA continued to work with EOM, OCA, DC Health and other agency partners to maintain the District's COVID-19 response efforts, helping to ensure that the District was able to reopen and return to normal operating posture while minimizing risk to District residents. While maintaining this response posture, HSEMA staff successfully responded to multiple additional incidents, many occurring concurrently. These include staffing for the District's Gun Violence EOC, support to the Presidential Address to the Joint Session of Congress, responses to structural damage at Talbert Street, the power outage at Marbury Plaza Apartments, the Third Street Tunnel sink hole, the 295 pedestrian bridge collision, the Colonial Pipeline cyberattack, the August NE DC boil water advisory, multiple weather-related events, special events, and first amendment activities.	To address the increasing frequency of incidents and emergencies requiring a coordinated response, HSEMA has developed multiple new capabilities and deployed enhanced response resources. We established a virtual emergency operations center (EOC) capability to support multi-agency response coordination while maintaining COVID mitigation protocols such as social distancing. Over the summer we deployed our first on-site incident coordination support teams, an enhanced version of HSEMA field response that provides additional support to the on-scene incident commander and responding agencies. We established a post-emergency canvassing (PECO) capability and deployed teams to multiple events to connect residents to resources following emergency incidents. And we rolled out an updated incident coordination platform, CORE DC, to replace the traditional WebEOC platform and provide enhanced capabilities for coordination, situational awareness, resource tracking, and reporting.	The deployment of PECO teams provided enhanced resources directly to residents, including information on government services and resources such as bottled water during the boil water advisory and heat emergencies. Additionally, the enhanced coordination support to first responders and partner agencies increased the efficiency of District response efforts and minimized disruptions to residents post-disaster.
HSEMA provided coordinated support to the 59th Presidential Inauguration as well as the insurrection on January 6. On the 6th insurrectionists stormed the US Capitol Building to protest the certification of election results two weeks before the Inauguration. Beyond the massive response required by the District government with coordination and support from HSEMA, this event required a wholesale reevaluation of the planning for the Inauguration which was already upended by COVID-19 and the delay in certification of the election. HSEMA expanded EOC support and executed key coordination activities with regional and federal partners to enhance the event security posture. HSEMA operated at an enhanced EOC posture for an additional 8 days following the events of January 6th and reactivated the EOC for three days in support of Inauguration activities.	The enhanced EOC posture throughout the month of January in response to these events enabled HSEMA staff to demonstrate new capabilities built throughout the COVID and subsequent multi-event responses of the previous year. Utilization of these capabilities, including enhanced field operations, virtual EOC operations, and development and publication of new situational awareness and intelligence products, proved successful in supporting the response to these incidents.	Swift and ongoing coordination and support to MPD, US Capitol Police, US Secret Service, and other organizations responding to and managing the execution of these events increased the safety of District residents and visitors throughout the month of January and in the weeks that followed and supported the peaceful transition of power within our democracy.
During FY21, HSEMA, in partnership with District agency partners including DGS, DOEE, DMPED, and DPR, successfully applied for more than \$38M in resilience funds through the Federal Emergency Management Agency's Building Resilient Infrastructure and Communities grant program. These funds will support two projects that improve the reliability of power at critical facilities at the St Elizabeths Hospital Campus in Ward 8 and decrease flood risk in the Southwest DC neighborhood, which is prone to flooding from storm surge, tidal flooding, and heavy rain events.	HSEMA, receiving \$38M in funding, was one of only six of the 53 state/territory applicants to receive BRIC funding. This funding has enhanced HSEMA's ability to support and execute projects that will reduce the impact of disasters across the District and build resilience in the social, economic, infrastructure, and environmental sectors.	With the implementation of BRIC funded projects, District residents will see reduced disaster impacts and increased resilience across the community.

## 2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
<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 trained in their EOC role	Quarterly	New in 2020	100%	90%	100%	100%	100%	100%	100%	Met	
Percentage of eligible EOC staff in attendance at EOC Readiness training per quarter	Quarterly	New in 2020	No Applicable Incidents	90%	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents		
Percentage of weekly EOC facility inspections completed per quarter	Quarterly	New in 2020	100%	100%	No applicable incidents	25%	83.3%	50%	52.8%	Unmet	HSEMA staff are sitting in and working from the EOC on a daily basis. With regular use of the EOC, weekly facility inspections have not been necessary as issues are identified and addressed through the regular course of business.

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
<b>2 - Homeland Security and Intelligence - 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	2.9%	5.1%	10%	1.8%	3.3%	1%	4.1%	2.5%	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.
Percent of increase in the number of subscribers to fusion center situational and analytic product distribution lists	Quarterly	11.7	-71.3	10	16	27	6	5	36	Met	
<b>3 - 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. (7 Measures)</b>											
Percent of employees funded through the FEMA Emergency Management Performance Grants (EMPG) program that have completed the EMPG training requirements	Annually	92.6%	92.6%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	60%	Unmet	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	81.3%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	57.58%	Unmet	Maintenance of EMAP standards requires consistent attention over the course of the accreditation period. As many steady state activities that were stood down during COVID are starting to come back online, the standards associated with these activities will come into compliance. All standards that are not currently met have active projects in progress to address capability or documentation gaps.
Percentage of new or revised plans (where the planning process was led by HSEMA) socialized through training, exercise, or real-world events.	Annually	New in 2020	4.4%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	74.42%	Unmet	COVID response and mitigation measures have hindered HSEMA's ability to conduct training and exercises for plan socialization throughout the course of the year.

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percentage of executive level staff with responsibilities in the Emergency Operations Plan completing an emergency senior/cabinet level training within 60 days of onboarding	Quarterly	New in 2021	New in 2021	New in 2021	0%	0%	0%	No applicable incidents	0%	New in 2021	
Percent of District agencies with lead and support roles in the District Preparedness Framework that participated in HSEMA led trainings or exercises	Quarterly	New in 2021	New in 2021	New in 2021	14%	10.5%	13.5%	10%	12%	New in 2021	
Amount of competitive grant funding awarded to HSEMA for resilience and hazard mitigation	Annually	New in 2021	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$38,560,817	New in 2021	
Percentage of Single Member Districts where HSEMA conducted a community preparedness training or event.	Annually	New in 2021	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80.95%	New in 2021	
<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	Annually	90.8%	88.5%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Percent of grant dollars spent within the timeframe of the grants	Annually	98.3%	99.8%	98%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Percent increase in the number of recipients of AlertDC	Quarterly	3%	40.1%	3%	1.1%	1.5%	0.3%	1.1%	2.9%	Nearly Met	A media campaign executed in Q4 has brought the total increase within .1% of target, marking a noted improvement over previous quarters. HSEMA will continue outreach activities to increase the number of Alert DC subscribers.

## 2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
<b>1 - Deployment for incident management (3 Measures)</b>							
Number of days agency staff are deployed out of District to support response and recovery activities in other jurisdictions	New in 2020	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of days JAHOC teams are deployed to special events	New in 2020	12	6	0	0	5	11
Number of days agency staff are deployed to incident sites	New in 2020	167	66	63	63	65	257
<b>1 - Emergency Operations Center (EOC) (4 Measures)</b>							
Number of level 3 (enhanced) or higher Emergency Operations Center activations	4	13	5	8	9	5	27
Number of AlertDC messages sent to the public	New in 2020	9671	2219	2247	2560	2725	9751
Number of HSEMA alerts sent to District government staff	New in 2020	4001	1229	1422	1418	1495	5564
Alerts processed through JAHOC inbox	New in 2020	9729	2022	2281	1685	2461	8449

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
<b>2 - Tactical Analysis (2 Measures)</b>							
Number of raw suspicious activity reports (SARs) processed	440	465	113	318	124	165	720
Number of requests for information (RFIs) processed	437	449	228	156	213	254	851
<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	100	98	61	64	74	86	285
<b>3 - Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities (1 Measure)</b>							
Number of trainings provided to first responders, District employees, and the public by HSEMA	130	26	13	61	69	64	207
<b>4 - Community Outreach &amp; Media Prepare (1 Measure)</b>							
Number of community preparedness trainings or events conducted by HSEMA	234	89	38	28	48	38	152
<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	92	48	8	6	14	20	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	3579	3227	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
Number of active subawards	New in 2020	1319	464	567	661	662	2354
Number of grant monitoring visits	New in 2020	0	0	0	0	0	0

## 2021 Operations

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. (3 Activities)</b>		
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	Daily Service
Deployment for incident management	Deploy HSEMA personnel across the District to manage incidents, and to other jurisdictions to support incident response and management through EMAC.	Daily Service
Manage Disaster Logistics Center	Manage the District's Disaster Logistics Center warehouse and coordinate disaster logistics operations during incident response.	Daily Service
<b>2 - Homeland Security and Intelligence - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (3 Activities)</b>		
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
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
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
<b>3 - 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. (5 Activities)</b>		
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	Support the District agencies responsible for updating their COOP plans annually with exercising, evaluating, and, if necessary, revising their COOP plans.	Daily Service
Capability Building	Identify and implement projects to build priority preparedness capabilities to target levels.	Daily Service
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

Operations Title	Operations Description	Type of Operations
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	Provides leadership to the NCR as members of regional homeland security and emergency management leadership teams and supporting governance groups.	Daily Service
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
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
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

## 2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Capability Building (2 Strategic initiatives)</b>				
Increase investment in resilient infrastructure and communities	In FY21, HSEMA will partner with additional agencies to successfully apply for increased mitigation funding from FEMA's new Building Resilient Infrastructure and Communities program.	Complete	District agencies were selected for grants totaling over \$45 million in mitigation funding from FEMA. Partner agencies include DGS, DOEE, DMPEd, and DPR.	
Expand the reach of HSEMA's community outreach program to high-risk communities	HSEMA will increase the preparedness of residents in neighborhoods at disproportionately higher risk of impact from natural and man-made hazards. Specifically, HSEMA will conduct at least 10 community outreach events in wards 7 and 8 to advise residents of the specific risks to their communities and provide access to preparedness resources. Events may be conducted virtually or in person as needed to support COVID mitigation measures.	Complete	Complete in Q3	
<b>Deployment for incident management (1 Strategic Initiative)</b>				
Inauguration	HSEMA will coordinate the District's agency-wide consequence management planning and execution for the 2021 Presidential Inauguration with District, regional, and federal partners, and develop the District's comprehensive after-action report. This will include coordination for both official Inauguration events as well as associated events including planned and unplanned demonstrations and other first amendment activity.	75-99%	The event is completed and the After Action Report is in final review.	Review of the AAR has been delayed due to ongoing COVID and other emergency response activities.
<b>Emergency Operations Center (EOC) (1 Strategic Initiative)</b>				
EOC Renovation	In FY21, HSEMA will continue to upgrade the capabilities of the District's Emergency Operations Center (EOC). Working with the Department of General Services, HSEMA will complete the next phase of redesign of the EOC floor space to increase efficiency and maximize capacity during operations. HSEMA expects to complete the design phase and initiate the construction solicitation process by the end of FY21.	50-74%	To date, HSEMA has completed the programming phase of the overall design phase. This portion of the design phase is approximately 70% of the overall design effort. HSEMA is confident it will complete the design phase and initiate the construction solicitation by December 31, 2021.	Ongoing coordination on design elements has pushed the anticipated completion date to the end of the calendar year.