



HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY

FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT

JANUARY 15, 2023

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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 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>HSEMA led the coordination of support to migrants arriving in the District from Texas and Arizona starting in the spring. Following the emergency declaration, HSEMA assisted DHS in establishing the Office of Migrant Services and a system to provide services to migrants, including reception, respite, short-term lodging, and transportation. HSEMA also helped the District receive \$5 million in Emergency Food and Shelter Program (EFSP) grant funding in FY 22.</p>	<p>Since the spring, nearly 10,000 migrants have reportedly been bused to our city from Texas and Arizona. Though a vast majority of migrants move on to final destinations outside of the District, some of them require short-term housing assistance. The Migrant Services System was developed in part to mitigate the impact on homeless services by the arrival of additional clients to low-barrier shelters, which may already be at or near capacity. Providing immediate assistance to migrants helped limit the displacement of our most vulnerable population.</p>	<p>HSEMA officers have been involved in all matters of logistics, operations, and federal reimbursement. HSEMA has developed relationships with the District's NGO and volunteerism partners through collaborative planning. Additionally, HSEMA has successfully pursued new sources of federal funding that could be leveraged in the future. Finally, HSEMA has strengthened already robust relations with DHS and other District agencies. HSEMA leadership and programmatic staff have worked hand-in-hand since April to develop a new assistance system for arriving migrants.</p>
<p>HSEMA, in partnership with District agency partners, including DMPED, OUC, DOEE, and DGS, was awarded nearly \$20 million in FEMA funding to design and construct a microgrid at the St. Elizabeths Hospital campus that will enhance community resilience. An additional \$20 million in new Building Resilient Infrastructure and Communities (BRIC) program funds will support the construction of a floodwall around the Blue Plains wastewater treatment plant and other projects.</p>	<p>The microgrid project allows critical facilities, including the St. Elizabeths campus, the new Cedar Hill Regional Medical Center, GW Health, the new 801 East Men's Shelter, the UCC, and HSEMA's Emergency Operations Center to be more resilient and maintain power in the event of a larger outage. BRIC funding will also serve to complete assessments of homes that are at risk of flood damage and develop a framework for city recreation centers to serve as Resilience Hubs. These projects will help communities fund mitigation actions to combat climate change and protect against disasters.</p>	<p>The District was selected for the first FEMA-funded microgrid project in the nation and is intended to serve as a national model for future projects. HSEMA continues to collaborate closely and strengthen its partnership with FEMA to enhance our ability to safely navigate a constantly changing threat and hazard landscape. HSEMA continues to carefully navigate FEMA's process and aggressively pursue federal funds to help prepare for and adapt to a changing climate.</p>

(continued)

Accomplishment	Impact on Agency	Impact on Residents
<p>HSEMA continued to coordinate the District's response to and recovery from COVID-19. The District successfully navigated the Omicron surge over the end-of-year holiday period by quickly ramping up and implementing a new action plan. HSEMA helped District partners expand their operations, notably DC Health's TestYourself program and the opening of COVID Centers in each Ward to provide free testing and vaccination to residents.</p>	<p>The District's ability to quickly implement an action plan, adopt timely mitigation measures, and expand services were instrumental in mitigating the impacts of the Omicron surge on our residents. Students were able to safely return to school thanks to comprehensive health and safety protocols and a robust testing regimen. The COVID Centers serve as a national example on how best to serve our community with equitable and accessible access to health services.</p>	<p>HSEMA continued to build on and expand the capabilities built in the first 18 months of managing COVID and multiple concurrent incidents. HSEMA staff assisted the District in rapidly pivoting and ramping up operations, by leading coordination efforts, directly supporting the executive leadership team, providing logistical support through the District Logistics Center, and managing the cost recovery process. This increased capacity allows for rapid response and resource coordination to meet the immediate needs of residents in an emergency, though sustained response operations have stressed our workforce.</p>

3 2022 OBJECTIVES

Strategic Objective	Number of Measures	Number of Operations
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	3
Homeland Security and Intelligence - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.	2	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	5
Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.	3	4
Create and maintain a highly efficient, transparent, and responsive District government.	11	0

4 2022 OPERATIONS

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

(continued)

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

5 2022 STRATEGIC INITIATIVES

In FY 2022, Homeland Security and Emergency Management Agency had 6 Strategic Initiatives and completed 50%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Prioritize activities through HSEMA's community outreach program in high-risk neighborhoods	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.	Complete	In Q4 HSEMA conducted 16 meetings in Wards 7 and 8. In total for FY 2022, HSEMA conducted 47 meetings in Ward 7 and 8.	
Center racial equity in the District's Community Risk Assessment	HSEMA periodically updates its Community Risk Assessment, which is a foundational report that describes the primary threats and hazards facing the District, how those impact our community, and what capabilities we need to respond. In FY 22, HSEMA will center racial equity in its Community Risk Assessment. Every section/chapter will specifically consider how racial equity influences our risk profile and community needs. This will help ensure that racial equity is at the foundation of all HSEMA planning assumptions and priorities.	Complete	In Q4, HSEMA completed the CRA draft. HSEMA hosted a CRA Lunch & Learn to roll out the document to the agency, orient everyone on its content and methodology, and answer questions.	
EOC Renovation	By the end of FY22, HSEMA plans to complete solicitation for Title 2 services and begin construction of the renovated EOC at the UCC.	75-99%	To date, HSEMA has worked with the architectural/engineering (A/E) vendor to complete the design development phase and permit/construction documentation phase. The construction solicitation will be initiated at the beginning of FY23 to be completed on or around January 31, 2023.	Delays are attributed logistical shortfalls as a result of the COVID-19 pandemic.

Half Street	In FY22, HSEMA will complete the buildout and begin occupying the new EOC facility at 1015 Half Street.	75-99%	The EOC at 1015 Half Street is currently in the construction phase. Due to product delivery delays, the new anticipated completion of construction is January 2023.	This initiative has not reached completion owing to long term logistical delays stemming from the COVID-19 pandemic.
Update and reestablish the District's training program for EOC and field response staff	HSEMA will utilize lessons learned from the District's emergency response throughout FY20 and FY21 (e.g., COVID-19, demonstrations, Capitol insurrection, inauguration, bridge collapse, residential displacements, etc.) to rebaseline training requirements for the staff responding to or supporting the response to these events. Roll out a new training curriculum and begin training to the updated standards.	25-49%	In Q4, HSEMA continued development of updated incident management and coordination plans that will form that foundation of the training requirements. FEMA released objectives on the National Qualification System in April 2022, which will be incorporated into the District Qualification System. The Emergency Operations Plan is in the final draft phase, and the Incident Management Guide is in the initial draft phase.	Evaluation of edits of the plans are still in progress.
Implement and continue investments in resilient infrastructure and communities	In FY 22 HSEMA will coordinate with District agencies to implement funded mitigation activities that support Resilient DC and will coordinate with agencies to apply for additional funding for new initiatives through FEMA's hazard mitigation programs including HMGP, BRIC, and FMA.	Complete	In Q4, HSEMA is pleased to report that the District was selected for an additional BRIC grant totaling \$22 Million in federal share to support the construction of a floodwall at Blue Plains Advance Wastewater Treatment Plant (AWTP).	

6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 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	100%	52.8%	100%	84.6%	38.5%	91.7%	76.9%	72.5%	Unmet	Established new process January 2022 in coordination with Logistics to have inspections completed when RRCB staff are unable for redundancy
Percent of employees with activation responsibilities trained in their EOC role	Up is Better	100%	100%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Homeland Security and Intelligence - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.											

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
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	5.1%	2.5%	10%	7.4%	0%	0.8%	1.5%	1.3%	Unmet	The discrepancy was caused by an accounting error. In the Strategic Intelligence Bureau (SIB) product tracker, analysts were only inputting co-authored products that generated by our requirements, not products we co-authored in support of partner agency requirements. Therefore it is likely SIB met the KPI goal, but did not accurately capture all such products. Analysts have been instructed to track all co-authored products, effective immediately, regardless of whether it is an SIB or partner requirement.
Percentage of fusion center staff trained against 28 CFR Part 23, and Privacy Civil Rights and Civil Liberty Policies	Neutral	New in 2022	New in 2022	New in 2022	1	1	0	0.12	0.53	-	
<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>											
Percent of employees funded through the FEMA Emergency Management Performance Grants (EMPG) program that have completed the EMPG training requirements	Up is Better	92.6%	60%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	63.46%	Unmet	On 10/6 and 10/7 emailed employees who were not in compliance and requested they submit the certificates or upload into HSEMA Academy.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent increase from the previous year in the amount of competitive grant funding awarded to HSEMA for resilience and hazard mitigation	Up is Better	New in 2021	Not Available	5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-43.6%	Unmet	"From 2021 to 2022, our percentage decrease was roughly 43.5% (but a 26977.5% increase from 2020). Here is the total breakdown since 2020: • 2020: \$215,000 (FMA only) • 2021: \$58.2 million (FMA at \$860K, BRIC at \$57.3M) • 2022: \$32.8 million (BRIC only)"
Percentage of Single Member Districts where HSEMA conducted a community preparedness training or event.	Up is Better	New in 2021	81%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	66.67%	Unmet	In FY22 the Community Outreach Team went from a staff of 3 FTEs to a staff of 1 FTE. This made it more challenging to meet this target.
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	New in 2021	12%	75%	51.7%	55%	63.3%	6.9%	44.5%	Unmet	We are just shy of hitting the 75% target. Most of the agencies that did not participate in any trainings or exercises are small agencies/offices without a direct public safety role. See supporting data tab

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of 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	Up is Better	New in 2021	0	100	0	0	0	0	0	Unmet	The executive level staff with responsibilities in the EOP already had an existing completion of an emergency senior/cabinet level training. From HSEMA, positions with responsibilities in the EOP include the Agency Director, Chief of Operations/ Senior Emergency Managers, and PIO. The individuals in those positions have been in those positions prior to the beginning of FY22. Therefore the percentage reflects 0%. The number of executive staff new to their position in FY22 (13) does not have responsibilities in the EOP.
Percent of EMAP accreditation standards for which HSEMA has current documentation	Up is Better	81.3%	57.6%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	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	4.4%	74.4%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	71.07%	Unmet	Although the percentage went down, the overall number of plans developed went up.
Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.											
Percent of federal subgrants issued within 45 days of award receipt	Up is Better	88.5%	Not Available	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96.97%	Met	
Percent of grant dollars spent within the timeframe of the grants	Up is Better	99.8%	Not Available	98%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.23%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent increase in the number of recipients of AlertDC	Up is Better	40.1%	2.9%	3%	4.6%	1%	0.5%	0.4%	1.8%	Unmet	HSEMA will continue outreach activities to increase the number of Alert DC subscribers.

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Deployment for incident managment							
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	0
Number of days JAHOC teams are deployed to special events	12	11	5	1	16	8	30
Number of days agency staff are deployed to incident sites	167	257	62	101	8	0	171
Emergency Operations Center (EOC)							
Number of HSEMA alerts sent to District government staff	4909	5564	1428	1348	1752	1221	5749
Alerts processed through JAHOC inbox	9729	8449	2347	2270	4716	2306	11,639
Number of level 3 (enhanced) or higher Emergency Operations Center activations	13	27	3	12	5	4	24
Number of AlertDC messages sent to the public	9671	9751	2626	2540	2964	2124	10,254
Information Sharing							
Number of situational and analytic products distributed to vetted fusion center partners	New in 2022	New in 2022	109	135	121	130	495
Tactical Analysis							
Number of requests for information (RFIs) processed	449	851	195	283	160	135	773
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	New in 2022	New in 2022	13	135	6	3	157
Number of raw suspicious activity reports (SARs) processed	465	720	138	128	115	102	483
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	98	285	Annual Measure	Annual Measure	Annual Measure	Annual Measure	121
Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities							

Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Number of trainings provided to first responders, District employees, and the public by HSEMA	66	207	31	49	48	32	160
Community Outreach & Media Prepare							
Number of community preparedness trainings or events conducted by HSEMA	89	152	34	34	35	15	118
Mayor's Special Event Task Group (MSETG)							
Number of special events that have been processed by the Mayor's Special Events Task Group	48	48	17	20	16	22	75
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 reimbursements processed for subrecipients annually	3227	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2685
Number of active subawards	1319	2354	802	838	883	1026	3549
Number of grant monitoring visits	0	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9