Homeland Security and Emergency Management Agency FY2021

Mission

The Mission of the District of Columbia Homeland Security and Emergency Management Agency (HEMA) 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

<table>
<thead>
<tr>
<th>Objective Number</th>
<th>Strategic Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>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.</td>
</tr>
<tr>
<td>2</td>
<td>Homeland Security and Intelligence – Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.</td>
</tr>
<tr>
<td>3</td>
<td>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.</td>
</tr>
<tr>
<td>4</td>
<td>Agency Management – Ensure that HEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.</td>
</tr>
<tr>
<td>5</td>
<td>Create and maintain a highly efficient, transparent, and responsive District government.</td>
</tr>
</tbody>
</table>

### Key Performance Indicators

<table>
<thead>
<tr>
<th>Measure</th>
<th>Directionality</th>
<th>FY 2018 Actual</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>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)</td>
<td>Up is Better</td>
<td>New in 2020</td>
<td>Up is Better</td>
<td>New in 2020</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of employees with activation responsibilities trained in their EOC role</td>
<td>Up is Better</td>
<td>New in 2020</td>
<td>Up is Better</td>
<td>New in 2020</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of eligible EOC staff in attendance at EOC Readiness training per quarter</td>
<td>Up is Better</td>
<td>New in 2020</td>
<td>Up is Better</td>
<td>New in 2020</td>
<td>No Applicable Incidents</td>
</tr>
<tr>
<td>Percentage of weekly EOC facility inspections completed per quarter</td>
<td>Up is Better</td>
<td>New in 2020</td>
<td>Up is Better</td>
<td>New in 2020</td>
<td>100%</td>
</tr>
<tr>
<td>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)</td>
<td>Up is Better</td>
<td>11.4%</td>
<td>2.9%</td>
<td>5.1%</td>
<td>10%</td>
</tr>
<tr>
<td>Percent of distributable analytic products co-authored with one or more federal, state or local partners</td>
<td>Up is Better</td>
<td>10.4</td>
<td>11.7</td>
<td>-71.3</td>
<td>10%</td>
</tr>
<tr>
<td>Percent of increase in the number of subscribers to fusion center situational and analytic product distribution lists</td>
<td>Up is Better</td>
<td>83.3%</td>
<td>92.6%</td>
<td>92.6%</td>
<td>95%</td>
</tr>
<tr>
<td>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)</td>
<td>Up is Better</td>
<td>81.3%</td>
<td>95%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of employees funded through the FEMA Emergency Management Performance Grants (EMPG) program that have completed the EMPG training requirements</td>
<td>Up is Better</td>
<td>New in 2021</td>
<td>New in 2021</td>
<td>4.4%</td>
<td>90%</td>
</tr>
<tr>
<td>Percent of EMPG accreditation standards for which HSEMA has current documentation</td>
<td>Up is Better</td>
<td>New in 2021</td>
<td>New in 2021</td>
<td>4.4%</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of new or revised plans (where the planning process was led by HSEMA) socialized through training, exercise, or real-world events.</td>
<td>Up is Better</td>
<td>New in 2021</td>
<td>New in 2021</td>
<td>4.4%</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of executive level staff with responsibilities in the Emergency Operations Plan completing an emergency senior/cabinet level training within 60 days of onboarding</td>
<td>Up is Better</td>
<td>New in 2021</td>
<td>New in 2021</td>
<td>4.4%</td>
<td>90%</td>
</tr>
<tr>
<td>Percent of District agencies with lead and support roles in the District Preparedness Framework that participated in HSEMA led trainings or exercises</td>
<td>Up is Better</td>
<td>New in 2021</td>
<td>New in 2021</td>
<td>4.4%</td>
<td>90%</td>
</tr>
<tr>
<td>Amount of competitive grant funding awarded to HSEMA for resilience and hazard mitigation</td>
<td>Up is Better</td>
<td>New in 2021</td>
<td>New in 2021</td>
<td>4.4%</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of Single Member Districts where HSEMA conducted a community preparedness training or event.</td>
<td>Up is Better</td>
<td>New in 2021</td>
<td>New in 2021</td>
<td>4.4%</td>
<td>90%</td>
</tr>
<tr>
<td>4 - Agency Management – Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (3 Measures)</td>
<td>Up is Better</td>
<td>99.3%</td>
<td>90.8%</td>
<td>88.5%</td>
<td>90%</td>
</tr>
<tr>
<td>Percent of federal subgrants issued within 45 days of award receipt</td>
<td>Up is Better</td>
<td>97.8%</td>
<td>98.3%</td>
<td>99.8%</td>
<td>98%</td>
</tr>
<tr>
<td>Percent of grant dollars spent within the timeframe of the grants</td>
<td>Up is Better</td>
<td>9.9%</td>
<td>3%</td>
<td>40.1%</td>
<td>3%</td>
</tr>
<tr>
<td>Operations Header</td>
<td>Operations Title</td>
<td>Operations Description</td>
<td>Type of Operations</td>
<td></td>
<td></td>
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<td>-------------------</td>
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</tr>
<tr>
<td>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)</td>
<td>Emergency Operations Center (EOC)</td>
<td>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</td>
<td>Daily Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deployment for incident management</td>
<td>Deploy HSEMA personnel across the District to manage incidents, and to other jurisdictions to support incident response and management through EMAC.</td>
<td>Daily Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Logistics Management</td>
<td>Manage Disaster Logistics Center</td>
<td>Daily Service</td>
<td></td>
<td></td>
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</tbody>
</table>

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)

| STRATEGIC ANALYSIS | 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 |

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)

| 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 |
| Capability Building | Capability Building | Identify and implement projects to build priority preparedness capabilities to target levels. | 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 |

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

| Regional Support | Regional Support | Provides leadership to the NCRAs members of regional homeland security and emergency management leadership teams and supporting governance groups. | 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 |
| Grants Management | Grants Management | 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 | 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 |

**Workload Measures**

<table>
<thead>
<tr>
<th>Measure</th>
<th>FY 2018 Actual</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Deployment for incident management (3 Measures)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of days agency staff are deployed out of District to support response and recovery activities in other jurisdictions</td>
<td>New in 2020</td>
<td>New in 2020</td>
<td>0</td>
</tr>
<tr>
<td>Number of days JAHOC teams are deployed to special events</td>
<td>New in 2020</td>
<td>New in 2020</td>
<td>12</td>
</tr>
<tr>
<td>Measure</td>
<td>FY 2018 Actual</td>
<td>FY 2019 Actual</td>
<td>FY 2020 Actual</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>----------------</td>
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<td>----------------</td>
</tr>
<tr>
<td>Number of days agency staff are deployed to incident sites</td>
<td>New in 2020</td>
<td>New in 2020</td>
<td>167</td>
</tr>
<tr>
<td>1 - Emergency Operations Center (EOC) (4 Measures)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of level 3 (enhanced) or higher Emergency Operations Center activations</td>
<td>5</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>Number of AlertDC messages sent to the public</td>
<td>New in 2020</td>
<td>New in 2020</td>
<td>9671</td>
</tr>
<tr>
<td>Number of HSEMA alerts sent to District government staff</td>
<td>New in 2020</td>
<td>New in 2020</td>
<td>4001</td>
</tr>
<tr>
<td>Alerts processed through JAHOC inbox</td>
<td>New in 2020</td>
<td>New in 2020</td>
<td>9729</td>
</tr>
<tr>
<td>2 - Tactical Analysis (2 Measures)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of raw suspicious activity reports (SARs) processed</td>
<td>448</td>
<td>440</td>
<td>465</td>
</tr>
<tr>
<td>Number of requests for information (RFIs) processed</td>
<td>672</td>
<td>437</td>
<td>449</td>
</tr>
<tr>
<td>3 - Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities (1 Measure)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of District plans created, revised, or reviewed for District Government partners annually</td>
<td>155</td>
<td>100</td>
<td>98</td>
</tr>
<tr>
<td>3 - Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities (1 Measure)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Number of trainings provided to first responders, District employees, and the public by HSEMA</td>
<td>55</td>
<td>130</td>
<td>26</td>
</tr>
<tr>
<td>4 - Community Outreach &amp; Media Prepare (1 Measure)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of community preparedness trainings or events conducted by HSEMA</td>
<td>205</td>
<td>234</td>
<td>89</td>
</tr>
<tr>
<td>4 - Mayor’s Special Event Task Group (MSETG) (1 Measure)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of special events that have been processed by the Mayor’s Special Events Task Group</td>
<td>116</td>
<td>92</td>
<td>48</td>
</tr>
<tr>
<td>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)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of reimbursements processed for subrecipients annually</td>
<td>4025</td>
<td>3579</td>
<td>3227</td>
</tr>
<tr>
<td>Number of active subawards</td>
<td>New in 2020</td>
<td>New in 2020</td>
<td>1319</td>
</tr>
<tr>
<td>Number of grant monitoring visits</td>
<td>New in 2020</td>
<td>New in 2020</td>
<td>0</td>
</tr>
</tbody>
</table>

### Strategic Initiatives

<table>
<thead>
<tr>
<th>Strategic Initiative Title</th>
<th>Strategic Initiative Description</th>
<th>Proposed Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capability Building (2 Strategic Initiatives)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase investment in resilient infrastructure and communities</td>
<td>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.</td>
<td>09-30-2021</td>
</tr>
<tr>
<td>Expand the reach of HSEMA's community outreach program to high-risk communities</td>
<td>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.</td>
<td>09-30-2021</td>
</tr>
<tr>
<td>Deployment for incident management (1 Strategic Initiative)</td>
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<td></td>
</tr>
<tr>
<td>Inauguration</td>
<td>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.</td>
<td>09-30-2021</td>
</tr>
<tr>
<td>Emergency Operations Center (EOC) (1 Strategic Initiative)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EOC Renovation</td>
<td>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.</td>
<td>09-30-2021</td>
</tr>
</tbody>
</table>