

Homeland Security and Emergency Management Agency FY2019

Agency Homeland Security and Emergency Management Agency

Agency Code BNO

Fiscal Year 2019

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.

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>The Mayor's Interfaith Preparedness & Advisory In FY19 HSEMA, in partnership with the Mayor's Office of Religious Affairs and the Metropolitan Police Department, established The Mayor's Interfaith Preparedness & Advisory Group (IPAG), a new joint effort to encourage dialogue with the District's faith-based organizations (FBOs) to help them enhance preparedness for all types of hazards. In 2019, HSEMA with the help of its partners facilitated two quarterly meetings, grew the IPAG network to over 100 members in the District, and increased the awareness of suspicious activity at houses of worship. The IPAG hopes to capitalize upon the successes of 2019 by expanding the network of congregations, increasing the number of community events, and strengthening the information flow between DC Government and FBOs.</p>		
<p>Increased Operational Capability In FY19, HSEMA made significant investments in our organization, training, and equipment to coordinate the District's efforts to respond to and recover from emergencies. This included acquiring a second multi-agency mobile command vehicle and refining our approach to activating and staffing the Emergency Operations Center (EOC). Acquiring the second mobile command vehicle allows us to coordinate two major incidents concurrently, addressing a major finding following the Arthur Capper Senior Apartment Fire. By retooling our procedures and staffing in the EOC, we are more agile which has allowed us to provide coordination and support to more incidents than we have in the past. As a result we tripled the number of incidents that we supported through our EOC activations in FY 2019.</p>		
<p>Preparedness Month September is National Preparedness Month. Throughout the month, HSEMA staff held over 25 outreach events throughout the community at locations such as schools, places of worship, private businesses, and partner agency events. Staff also planned and attended a series of preparedness day events with our DC sports teams – at a Nationals, a United, and a Mystics game fifty staff members engaged thousands of community members, providing them with information on National Preparedness Month and the District's Ready DC program. Additionally, the District's newly reestablished Business Emergency Management Operations Center convened the first in an ongoing series of quarterly meetings designed to promote engagement with District businesses to improve private sector readiness for and response to emergencies.</p>		

2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
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)											
Percent of Incident Action Plans completed within two hours of EOC activation	Quarterly	100%	100%	75%	100%	100%	No applicable incidents	50%	83.3%	Met	
Percent of employees with activation responsibilities certified in their EOC activation role	Quarterly	82.9%	64.2%	75%	44.4	44.4	44.4	35.6	35.6%	Unmet	Credentialing of EOC personnel has been put on hold while new FEMA requirements are incorporated into the credentialing program. EOC staff continue to be trained on EOC responsibilities, but new credentials will not be issued until new FEMA requirements are fully incorporated.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of activated HSEMA personnel on site and ready within two hours of notification of EOC activation	Quarterly	96.4%	100%	90%	100%	100%	No applicable incidents	100%	100%	Met	
2 - Intelligence and Analysis – Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (2 Measures)											
Percent of increase in the number of subscribers to fusion center situational and analytic product distribution lists	Quarterly	14.8%	10.4%	10%	2%	2.5%	3.2%	3.2%	11.7%	Met	
Percent of distributable analytic products co-authored with one or more federal, state or local partners	Quarterly	39.4%	11.4%	10%	3.1%	2.4%	2.8%	3.5%	2.9%	Unmet	The NTIC was unable to hit the defined KPI criteria regarding joint seals due to a focus on jointly collaborated products versus joint seals. We produce many products in concert and coordination with others, but are not “joint sealed”—particularly with DHS I&A who contributes “text boxes” but not joint seals. This is typically done to save time and avoid a lengthy legal process.
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. (2 Measures)											
Percent of supported Emergency Management Accreditation Program requirements	Quarterly	100%	100%	95%	100%	100%	100%	100%	100%	Met	
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%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92.6%	Nearly Met	Staff turnover, specifically on the training and exercise support team resulted in incomplete training records for EMPG funded staff; currently have records for 50 of 54 staff members.
4 - Agency Management – Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (3 Measures)											
Percent increase in the number of recipients of AlertDC	Quarterly	3.9%	9.9%	3%	0.4%	0.6%	0.5%	1.5%	3%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of federal subgrants issued within 45 days of award receipt	Annually	93.5%	99.3%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90.8%	Met	To date, HSEMA has issued 121 subgrants (65% of the total), however, we have not yet reached the end of the 45 day period following award receipt. Updated numbers will be provided at the end of 45 days, at which time we anticipate we will have met the 90% target set for FY19.
Percent of grant dollars spent within the timeframe of the grants	Annually	80.5%	97.8%	98%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98.3%	Met	To date, HSEMA has issued 121 subgrants (65% of the total), however, we have not yet reached the end of the 45 day period following award receipt. Updated numbers will be provided at the end of 45 days, at which time we anticipate we will have met the 90% target set for FY19.

5 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)

HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89.5%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	85.7%	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

*The HR management, financial Management, IT policy and FOIA compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measure based on summary-level data from various agencies, and cannot verify the accuracy of any calculations that were made to the source data prior to its receipt by OCA. The 2019 DC Enterprise Data Inventory (EDI), which contains data on "open" data sets published on DC's Open Data Portal, is current as of March 9, 2019. Due to data lags, FY 2019 data for the following core business measures will be published 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.

2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Emergency Operations Center (EOC) (1 Measure)							
Number of level 2 or higher Emergency Operations Center activations	4	5	2	1	0	1	4

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
2 - Tactical Analysis (2 Measures)							
Number of raw suspicious activity reports (SARs) processed	706	448	102	72	136	130	440
Number of requests for information (RFIs) processed	968	672	99	77	124	137	437
2 - Training/Outreach (1 Measure)							
Number of fusion center training or outreach events attended by the District's fusion center staff	101	111	98	143	161	109	511
3 - Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities (1 Measure)							
Number of District plans created, reviewed, updated, trained and/or exercised annually	179	155	14	23	30	33	100
3 - Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities (4 Measures)							
Number of trainings provided to first responders, District employees, and the public by HSEMA	44	55	20	61	19	30	130
Number of individuals trained by HSEMA	2179	1007	188	362	403	638	1591
Number of executive level staff completing an emergency senior/cabinet level training within 60 days of onboarding	0	1	0	0	0	0	0
Percent of District agencies with lead and support roles that participated in HSEMA led exercises	96.2%	34.1%	19.2%	10.9%	22.3%	32.8%	21.3%
4 - Community Outreach & Media Prepare (1 Measure)							
Number of community outreach events attended or conducted by HSEMA	187	205	53	50	54	77	234
4 - Mayor's Special Event Task Group (MSETG) (1 Measure)							
Number of special events that have been processed by the Mayor's Special Events Task Group	107	116	10	32	22	28	92
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) (1 Measure)							
Number of reimbursements processed for subrecipients annually	3665	4025	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3579

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
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)			
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 EOC level 1 activation is the Joint All Hazards Operations Center (JAHOC). The JAHOC serves 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 operation 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
2 - Intelligence and Analysis – Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (4 Activities)			
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

Operations Header	Operations Title	Operations Description	Type of Operations
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
TRAINING/OUTREACH	Training/Outreach	Provide general fusion center and sector-specific intelligence briefings, as well as intelligence analysis and suspicious activity trainings, workshops, and seminars to public and private sector partners in the public safety community. Participate in discussion and operations-based exercises with public and private sector partners in the public safety community.	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
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)			
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
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 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)	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
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 the numerous individual grant-funded homeland security projects in the District of Columbia and the NCR.	Daily Service

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Deploy HSEMA personnel through EMAC in support of emergency or special event operations in other jurisdictions (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Enhance Emergency Operations Center Capabilities	Beginning in FY19, the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) will upgrade the capabilities of the District's Emergency Operations Center (EOC). Working with the Department of General Services (DGS), 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 FY19. In addition, HSEMA expects to have an enhanced situational awareness platform in place by the close of FY19.	0-24%	To date, the contractor for architectural and engineering services has been selected. However, funding did not become available to support the contract until August 2019. As of today, HSEMA is awaiting the completion of the contract by DGS.	Funding did not become available to support the contract until August 2019. As of today, HSEMA is awaiting the completion of the contract by DGS.
Emergency Operations Center (EOC) (1 Strategic Initiative)				
Establish Deployable Incident Management Teams	The Homeland Security and Emergency Management Agency (HSEMA) will create incident management teams for field deployment by leveraging existing resources within the Joint All Hazards Operations Center (JAHOC). These teams will support the lead agencies during special events and unplanned emergency response operations in the District. The teams will assist with on-scene inter-agency coordination, information sharing, GIS and mapping support, and resource management.	Complete	HSEMA has expanded the roster of agency staff that can respond into the community during emergencies, individually and in teams. We have increased staffing in the JAHOC which increases our ability to deploy staff to routine incidents, such as house fires. We have also identified and trained over 20 agency staff who have volunteered to deploy in support of emergency operations with appropriate equipment. We have acquired our vehicle go kits and are in the process of packaging them into agency vehicles. HSEMA has demonstrated this expanded capability during a number of activation this year including: 2019 Snow Season, Fourth of July, and most recently, first amendment events occurring in the city on September 23 where we had four two-person teams deployed during an enhanced EOC activation.	
Information Sharing (1 Strategic Initiative)				
Create a Cyber Security Center	In FY19, the Homeland Security and Emergency Management Agency (HSEMA) will establish a Cyber Security Center (CSC) within the District's fusion center. HSEMA will work with OCTO to create a cyber risk assessment. Based upon that assessment, the CSC will analyze emerging cyber threats within the National Capital Region and provide real-time awareness to stakeholders. In addition, the CSC will develop a cyber education and communication strategy for the public.	Complete	The CSC has completed the goal of regularly sharing cyber threat information to provide real-time awareness to stakeholders via email through our weekly cyber threat bulletin, our cyber alerts, and cyber advisories. The CSC is also coordinating with HSEMA's public affairs office to share CSC messaging via the agency's social media accounts to assist with the development of a cyber education and communication strategy for the public. Additionally, the CSC developed and delivered presentations designed to educate audiences about the CSC, the benefits of sharing cyber threat information, and the current cyber threat landscape.	