



HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY

FY 2024 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 15, 2025

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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 2024 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>The airspace around Washington, DC is highly restricted, governed by Special Flight Restriction Area (SFRA) rules, which has led District government agencies to rely on commercial Unmanned Aerial Systems (UAS) providers for both routine and emergency responses. To improve UAS operations and coordination, the District developed a centralized UAS program, formalized in the District UAS Operations Coordination Plan signed in August 2024. The program was created through a collaborative process led by HSEMA, starting in 2019 with a working group of local and federal partners, and was informed by national best practices. The plan establishes a governance framework, provides clear rules for UAS operations, ensures data privacy and civil liberties protections, and creates a centralized coordination point for UAS flights. It also sets guidelines for agencies to implement UAS programs and for flight operations, while addressing public concerns and compliance with transparency laws.</p>	<p>The District UAS Program designates the HSEMA Director as the Chair of the UAS Policy Board, houses the District's UAS Administrator, and charges the agency with coordinating the District's AirWatch functions. This will allow HSEMA, and ultimately the District, to maintain situational awareness and build a common operating picture of all District Government UAS missions before, during, and immediately after UAS flight activities. It also leverages HSEMA for what the agency does best—interagency coordination across all levels of government.</p>	<p>The District's UAS Operations Coordination Plan emphasizes the importance of engaging residents and visitors to ensure transparency, privacy, and continued stakeholder involvement as UAS are introduced. Given the urban density and potential concerns over privacy and safety, the plan outlines key engagement activities to maintain open communication with the public and other stakeholders. These efforts aim to build trust, minimize risks to public safety and security, and safeguard individuals' civil rights and privacy during UAS operations, ensuring that the program operates transparently and responsibly.</p>

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Accomplishment	Impact on Agency	Impact on Residents
<p>On January 18, 2024, at 10:10 AM, a delivery truck struck a gas line on Marion Barry Avenue SE, causing a significant explosion that damaged two buildings, including a childcare center. HSEMA personnel promptly responded, coordinating a multi-agency effort with DC Fire & EMS, Washington Gas, the Mayor's Office of Community Relations and Services, and the DC Department of Human Services. They secured the area, verified no further risks, and allowed residents to return. Washington Gas shut off the gas line, temporarily leaving nearby residents without heat during a hypothermia alert. HSEMA conducted welfare checks, updated the District of Columbia Fusion Center, and coordinated with the DC Office of the State Superintendent of Education to relocate children from the affected nursery school and provided appropriate messaging to parents and staff.</p>	<p>This incident reinforced HSEMA's readiness and the agency's abilities to manage complex, multi-agency emergencies, while also strengthening relationships and coordination efforts with DC Fire & EMS and Washington Gas. The successful collaboration improved operational protocols, reinforcing HSEMA's role in ensuring public safety and enhancing agency credibility in handling emerging situations. The incident also highlighted HSEMA's commitment to resident welfare, particularly during critical conditions, such as hypothermia alerts, further building public trust.</p>	<p>HSEMA's swift response helped ensure the safety and well-being of impacted residents and identified the needs of the local community. By conducting welfare checks and closely coordinating with Washington Gas, HSEMA minimized the disruption for affected residents, particularly those vulnerable during the hypothermia alert. In working with DC Fire & EMS and other partner agencies on-scene, HSEMA minimized risks and provided residents with timely updates, reducing concerns during an uncertain and potentially dangerous situation. Through proactive engagement, HSEMA reassured residents along with the neighboring business and restored a sense of safety and security.</p>
<p>The District of Columbia's Emergency Management Program has been reaccredited for another five years by the Emergency Management Accreditation Program (EMAP). This reaffirms the program's compliance with industry best practices across 66 evaluation standards. Since the first accreditation in 2003, the agency and the District have demonstrated a clear commitment to the program and to the mission of ensuring DC agencies, businesses, and residents are prepared to prevent, protect against, respond to, mitigate, and recover from all threats and hazards.</p>	<p>The reaccreditation underscores the agency's organizational strength and commitment to continuous improvement in emergency management. It reinforces credibility and trust with partners and stakeholders. Ongoing compliance ensures high performance levels in planning, resource management, and training. By adhering to these standards, the District's emergency management program remains an exemplary model in national emergency preparedness efforts.</p>	<p>This accomplishment directly benefits residents as EMAP-accredited programs prioritize safety and disaster preparedness. By meeting EMAP's stringent standards, the District ensures robust response systems and continuous improvements to protect residents from potential disasters. Accreditation signals public accountability and a proactive, well-organized emergency management team supporting community safety.</p>

3 2024 OBJECTIVES

Strategic Objective

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.

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

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.

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

Create and maintain a highly efficient, transparent, and responsive District government.

4 2024 OPERATIONS

Operation Title	Operation Description
<p>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.</p>	
Emergency Operations Center (EOC): Daily Service	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 DC Fusion Center Watch 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.
Deployment for incident management: Daily Service	Deploy HSEMA personnel across the District to manage incidents, and to other jurisdictions to support incident response and management through EMAC.
Manage Disaster Logistics Center: Daily Service	Manage the District's Disaster Logistics Center warehouse and coordinate disaster logistics operations during incident response.
<p>Homeland Security and Intelligence - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.</p>	
Tactical Analysis: Daily Service	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. Provide threat assessment and management support, and mobilization for violence awareness training through the Threat Assessment Center.
Strategic Analysis: Daily Service	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.
Information Sharing: Daily Service	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.
<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>	
UASI Funding: Daily Service	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.
Continuity Of Operations (COOP) Planning: Daily Service	Support the District agencies responsible for updating their COOP plans annually with exercising, evaluating, and, if necessary, revising their COOP plans.
Capability Building: Daily Service	Identify and implement projects to build priority preparedness capabilities to target levels.
Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities: Daily Service	Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities.

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Operation Title	Operation Description
Maintain the District's training and exercise plan 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.
Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.	
Regional Support: Daily Service	Provides leadership to the NCR as members of regional homeland security and emergency management leadership teams and supporting governance groups.
Mayor's Special Event Task Group (MSETG): Daily Service	Manage the administration of the MSETG, a body responsible for organizing the City's public safety planning efforts for events requiring interagency coordination.
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): Daily Service	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.
Community Outreach & Media Preparedness: Daily Service	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.

5 2024 STRATEGIC INITIATIVES

In FY 2024, Homeland Security and Emergency Management Agency had 6 Strategic Initiatives and completed 66.6666667%.

Title	Description	Update
UCC EOC Renovation	The District opened its new Emergency Operations Center at 1015 Half St SE during FY23, allowing the renovation plans for the backup EOC located at the Unified Communications Center to take place. In FY24, construction of the backup EOC will commence and will be completed in FY25. The HSEMA Executive Office and Division of Mission Support will relocate to the UCC upon completion.	Completed to date: 0-24% During Q4, the agency's capital funding for this project was swept. The project is currently unfunded and unable to continue. We are reevaluating approaches to the renovation of the backup EOC. During Q4, the agency's capital funding for this project was swept. The project is currently unfunded and unable to continue. We are reevaluating approaches to the renovation of the backup EOC.
ReadyDC	In FY24, HSEMA will update the ReadyDC website and marketing materials related to community preparedness. Using focus groups and in-depth interviews with District residents from communities that disproportionately are impacted by emergencies including elderly, financially constrained, BIPOC residents, and residents with limited fluency in English, HSEMA will launch four new hazard web pages, materials for at least two hazard-related campaigns, and refreshed content that includes information specific to people with disabilities.	Completed to date: 75-99% The ReadyDC hubsite is now under DMPSJ/EOM review and the team is making final edits to the site based on their feedback. In addition to some minor edits throughout the site, a Downloadable Resources page and a footer is currently being built out. Anticipated launch date is Oct 31, 2024, pending feedback from EOM. The ReadyDC hubsite is now under DMPSJ/EOM review and the team is making final edits to the site based on their feedback. In addition to some minor edits throughout the site, a Downloadable Resources page and a footer is currently being built out. Anticipated launch date is Oct 31, 2024, pending feedback from EOM.

Disability and Access and Functional Needs

The District's Homeland Security and Emergency Management Agency will close out of United Spinal Association et. al. Settlement Agreement on behalf of the District at the end of CY23. By end of FY24, HSEMA in coordination with District partners, will develop a longer-term set of priorities for future initiatives for Disability Access and Functional Needs (DAFN) program. During this time, the District will also install evacuation devices in all District government owned/operated high-rise buildings and demonstrate success in all Settlement Agreement related deliverables.

Completed to date: Complete
The United Spinal Association et. al. Settlement Agreement (SA) against the District concluded on December 31, 2023. The District satisfied all deliverables (including evacuation chair installation) and requirements of the SA without any noted disagreement from Plaintiffs. The Office of Attorney General will officially close out the file on January 31, 2024 (sunset +30 days).

Incident Support Model

In FY24, HSEMA will transition the Emergency Operations Center (EOC) to the Incident Support Model to focus on support functions rather than tactical, field-based decision-making. HSEMA will begin rolling out position-specific task books, trainings, and exercises to ensure all personnel given an EOC role are fully trained and credentialed to perform the assigned functions.

Completed to date: Complete
The District EOC has transitioned to using the Incident Support Model (ISM). HSEMA will continue to develop job aids, position task books, and all related deliverables.

Integrated
Emergency
Management
Course

In FY24, the District will host a FEMA-sponsored Integrated Emergency Management Course (IEMC)—a four-day, exercise-based training activity for Emergency Operations Center personnel to practice simulated, but realistic, crisis situations, within a structured learning environment. The IEMC is built to be community-specific and builds the inter-dependent awareness, leadership, and communication skills needed to develop, refine, and implement policies, plans, procedures, and mutual aid agreements in a “whole-community” EOC environment.

Completed to date: Complete
The IEMC occurred on April 8-11, 2024. The after-action report is also complete.

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Racial Equity
Action Plan

In FY24, HSEMA will begin operationalizing the Racial Equity Action Plan submitted to ORE in FY23. HSEMA will continue to build equitable, scalable and efficient programs to prioritize underserved and overburdened communities based upon findings in the recently updated Community Risk Assessment (CRA) and will establish baselines and performance measures as part of that effort. This work will allow HSEMA, in collaboration with our partners, to reduce inequities by building racial, ethnic and accessibility considerations into the District’s incident management framework.

Completed to date: Complete
The Racial Equity Action Plan (REAP) has been submitted and is currently under IQ review.

6 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 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 Emergency Operations Center (EOC) facility inspections completed per quarter	Up is Better	72.5%	60.8%	100%	69.2%	84.6%	46.2%	75.5%	100%	Unmet	The EOC was operational during several activations, not requiring full weekly inspections during those periods.
Percent of employees with activation responsibilities trained in their EOC role	Up is Better	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	90%		
Homeland Security and Intelligence - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.											
Percentage of distributable analytic products co-authored with one or more federal, state, or local partners	Up is Better	1.3%	0.3%	0%	20%	100%	0%	28.6%	10%	Met	
Percentage of fusion center staff who have received required training on criminal intelligence information, and privacy, civil rights, and civil liberties	Neutral	New in 2022	New in 2022	100%	46.7%	100%	100%	100%	100%	Neutral Measure	
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.											
Percent of employees funded through the FEMA Emergency Management Performance Grants (EMPG) program that have completed the EMPG training requirements	Up is Better	63.5%	67.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	62.7%	95%	Unmet	Agency personnel were notified in September of outstanding training requirements. An upcoming overhaul of the onboarding and training process will improve this metric going forward.
Percentage of Advisory Neighborhood Commission areas where HSEMA conducted a community preparedness training or event in the last fiscal year	Up is Better	66.7%	73.9%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	76.1%	75%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?	Explanation of Unmet KPI
Percent of EMAP accreditation standards for which HSEMA has current documentation	Up is Better	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	95%	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	71.1%	96.7%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	90%	Met	
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	44.5%	88.5%	71.2%	78.8%	82.7%	84.6%	84.6%	75%	Met	
Percent increase from the previous year in the amount of competitive grant funding awarded to HSEMA for resilience and hazard mitigation	Up is Better	-43.6%	-21.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-6.6%	5%	Unmet	All awards except for one was selected from previous cycle.
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	0%	100%	100%	No data available	No data available	No data available	100%	100%	Met	
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	97%	85.4%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	87%	90%	Nearly Met	HSGP state share allocations for Maryland and Virginia were not finalized in time; those subawards will be issued at a later date.
Percent of grant dollars spent within the timeframe of the grants	Up is Better	99.2%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98.5%	98%	Met	
Percent increase in the number of recipients of AlertDC	Up is Better	2.2%	2.9%	0.9%	-35.6%	0.9%	-11.9%	-42.2%	3%	Unmet	We undertook a long overdue project to clean up the recipient list by removing a significant number of outdated, duplicate, and otherwise invalid accounts.
Create and maintain a highly efficient, transparent, and responsive District government.											

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?	Explanation of Unmet KPI
Percent of new hires that are District residents	Up is Better	New in 2023	66.7%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	72.2%	-	-	
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	0%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15.4%	-	-	
Percent of employees that are District residents	Up is Better	New in 2023	35.6%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	43%	-	-	
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents	-	-	
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	-	-	

Workload Measures

Measure	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024
Deployment for incident management							
Number of days agency staff are deployed out of District to support response and recovery activities in other jurisdictions	0	21	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of days DC Fusion Center Watch teams are deployed to special events	30	34	1	6	14	6	27
Number of days agency staff are deployed to incident sites	171	33	5	9	8	6	28
Emergency Operations Center (EOC)							
Number of alerts processed through DC Fusion Center Watch inbox	11,639	37,765	No data available	No data available	No data available	No data available	No data available
Number of level 3 (enhanced) or higher Emergency Operations Center activations	24	17	2	5	2	9	18
Number of AlertDC messages sent to the public	10,254	8,543	2,357	2,254	1,340	888	6,839
Number of HSEMA alerts sent to District government staff	5,749	3,566	776	816	572	264	2,428
Information Sharing							
Number of situational and analytic products distributed to vetted fusion center partners	New in 2022	New in 2022	108	85	184	54	431
Tactical Analysis							
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	3	4	4	5	16
Number of raw suspicious activity reports (SARs) processed	483	387	34	127	143	157	461
Number of requests for information (RFIs) processed	773	422	80	121	103	100	404
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	121	202	147	0	0	5	152

Workload Measures (continued)

Measure	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024
Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities							
Number of trainings provided to first responders, District employees, and the public by HSEMA	160	164	53	51	55	42	201
Community Outreach & Media Preparedness							
Number of community preparedness trainings or events conducted by HSEMA	118	97	27	18	21	53	119
Mayor's Special Event Task Group (MSETG)							
Number of special events that have been processed by the Mayor's Special Events Task Group	75	93	12	32	22	26	92
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 grant monitoring visits	9	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of active subawards	1,026	956	508	515	522	545	2,090
Number of reimbursements processed for subrecipients annually	2,685	4,030	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2,858