



COUNCIL OF THE DISTRICT OF COLUMBIA
OFFICE OF COUNCILMEMBER BROOKE PINTO
THE JOHN A. WILSON BUILDING
1350 PENNSYLVANIA AVENUE, N.W., SUITE 106
WASHINGTON, D.C. 20004

January 22, 2025

Clint Osborn, Director
Homeland Security and Emergency Management Agency

Via Email

Dear Director Osborn:

Please find enclosed preliminary performance oversight questions from the Committee on the Judiciary and Public Safety ahead of your agency's annual performance oversight hearing. **Please provide responses to these questions no later than the close of business on Friday, February 14.** If you have any questions or concerns about these questions or your ability to meet this deadline, please contact James Nance, Legislative Counsel, at (202) 724-8058 or Linn Groft, Committee and Legislative Director, at (771) 224-7234.

Thank you,

A handwritten signature in blue ink, appearing to read "BE R", likely representing Brooke Pinto.

Brooke Pinto
Councilmember, Ward 2
Chairwoman, Committee on the Judiciary and Public Safety
Council of the District of Columbia

cc: Office of Policy and Legislative Affairs

ORGANIZATION AND OPERATIONS

1. Please provide the agency's mission statement.

Ensure DC agencies, businesses, and residents are prepared to prevent, protect against, respond to, mitigate, and recover from all threats and hazards.

2. Please provide a complete, up-to-date organizational chart for the agency and each division within the agency, including the names and titles of all senior personnel.

a. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.

b. Please include a list of the employees (name and title) for each subdivision and the number of vacant, frozen, and filled positions for each subdivision. For vacant positions, please indicate how long the position has been vacant and the date on which the vacant position was posted for re-hiring, if applicable.

c. Has your agency experienced a hiring freeze at any point in FY 2024 or FY 2025? If yes, please indicate the dates of the freeze.

d. Please provide a narrative explanation of any major changes to the organizational chart made during the previous year.

Please see attachments Q2 and Q2B for the current organizational chart and list of employees by subdivision. HSEMA has not experienced a hiring freeze at any point and no organizational changes were made during the previous year.

Director's Office:

Provides executive leadership and administrative authority over HSEMA.

Office of the Chief of Staff

Ensures forward-movement on the Director's strategic priorities, as well as order, process, and standardization development across HSEMA.

Office of the General Counsel:

Provides legal counsel and policy advice to the HSEMA Director. Supports the work of the Homeland Security Commission.

Office of Special Events:

Provides a portfolio of services in support of the interagency planning and coordination of special events.

Office of External Affairs:

Manages external communications and public information; intergovernmental and legislative affairs; and stakeholder relations including the Business Emergency Management Operations Center (BEMOC) and Interfaith Preparedness Advisory Group (IPAG).

J&PS Performance Oversight Questions (FY24-25)

HSEMA

Mission Support Division:

Manages HSEMA's day-to-day enterprise activities. Key roles and responsibilities include:

- Grants Bureau: Manages the federal homeland security grant programs awarded to the District and the National Capital Region.
- Administration Bureau: Manages HSEMA's finances in accordance with District policies and priorities. Also manages, in coordination with DCHR, the recruitment and hiring of new HSEMA staff and contractors. Manages personnel issues across the agency.
- Information Technology Bureau: Manages, in coordination with OCTO, HSEMA's IT systems and other technological needs.
- Resilience Bureau: Manages the District's long-term recovery program. Administers and oversees the District's Hazard Mitigation Program. Within this Bureau, the Disability Integration Coordinator ensures the District's emergency management program effectively meets the needs of people with disabilities and those with access and functional needs.

Preparedness Division:

Manages HSEMA's resilience and emergency preparedness activities. Key roles and responsibilities include:

- Emergency Preparedness Bureau: Provides training and exercise opportunities to the District and develops the District's corrective action program. Creates planning products to meet the needs of HSEMA and key stakeholders within the District. Provides regional and sub-regional expertise to enhance preparedness capabilities, programs, and initiatives in the National Capital Region (NCR).
- Outreach Bureau: Provides public awareness of emergency preparedness information to District residents, businesses, and visitors through a wide array of community engagement opportunities.

Strategic Intelligence Bureau (District of Columbia Fusion Center):

Manages HSEMA's homeland security and intelligence activities. Key roles and responsibilities include:

- Cyber Security: Collects, analyzes, responds to, and disseminates timely cyber threat information to and among the federal, state, local, and private sector agencies within the NCR.
- Analysis: Focuses on unclassified production related to terrorism, crime, and public health for the public. Maintains the baseline capabilities of the fusion center and provides support to law enforcement, first responder, and critical infrastructure partners.
- Intelligence and Threat Prevention: Coordinates with DC and Federal partners to ensure real-time information sharing and intelligence needs are met by stakeholders. The Protect DC Initiative comprises a multidisciplinary team that supports and empowers HSEMA's partners in law enforcement, schools, government, and other public and private sector organizations to combat the evolving threat of targeted violence impacting communities across the District of Columbia.

HSEMA

Operations Division:

Manages HSEMA's steady-state and emergency operations activities. Key roles and responsibilities include:

- Situational Awareness (SA) Bureau: As the District's watch center, the Situational Awareness Bureau maintains 24/7 review and analysis of District incidents, events, and operations. The Bureau provides situational awareness of and coordinates resource requests for security and other incidents within the District. The Bureau also provides around-the-clock alert notifications and develops a common operating picture supporting coordination and collaboration on emerging incidents across the NCR.
- Response and Readiness Coordination (RRC) Bureau: Manages the District's Emergency Operation Center (EOC), oversees the District's Qualifications System, and processes Emergency Management Assistance Compact requests.
- Interoperable Bureau: The Interoperable Bureau supports the advancement of communications interoperability by coordinating and collaborating with emergency response leaders across all levels of government and emergency response disciplines to implement a statewide strategic vision for interoperability.
- Facility and Logistics Bureau: Manages building and personnel security, access to Agency facilities, HSEMA's vehicle fleet, and the Agency's warehouse.

3. *Please list each new program implemented by the agency during FY 2024 and FY 2025, to date. For each initiative please provide:*

- a. A description of the initiative, including when it began and when it was completed or is expected to be completed;*
- b. The funding required to implement the initiative; and*
- c. Any documented results of the initiative.*

Incident Support Model

In FY24, HSEMA transitioned the EOC to the Incident Support Model (ISM) to focus on support functions rather than tactical, field-based decision-making. HSEMA rolled 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. Since the rollout on July 4, 2024, the EOC has successfully leveraged this model for 19 operations. No funding was required to support this transition planning.

4. *Please provide a complete, up-to-date position listing for your agency, ordered by program and activity, and including the following information for each position:*

- a. Title of position;*
- b. Name of employee or statement that the position is vacant, unfunded, or proposed;*
- c. Date employee began in position;*
- d. Salary and fringe benefits (separately), including the specific grade, series, and step of position;*

- e. Job status (continuing/term/temporary/contract); and*
- f. Whether the position must be filled to comply with local or federal law.*

Please note the date that the information was collected.

Please see attachment Q4 for answers to this question. Information was collected on February 6, 2025.

5. *Please provide a list of all memoranda of understanding (“MOUs”) entered into by your agency during FY 2024 and FY 2025, to date, as well as any MOUs currently in effect. For each, indicate the date on which the MOU was entered and the termination date (if applicable).*

Please see attachment Q5.

6. *Please provide a list of each collective bargaining agreement that is currently in effect for agency employees.*

- a. Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.*
- b. Please provide, for each union, the union leader’s name, title, and his or her contact information, including e-mail, phone, and address if available.*
- c. Please note if the agency is currently in bargaining and, if so, its anticipated completion date.*

HSEMA has one collective bargaining agreement with the National Association of Government Employees/Service Employees International Union, Local R3-08 (NAGE). The CBA has been in effect since October 1, 2014. There are ninety-one HSEMA employees covered under the CBA.

NAGE’s union leader is Lee Blackmon.

Email: lblackmon@nage.org

Phone: 703-519-0300

Address: 1020 North Fairfax Street, Suite 200, Alexandria, VA 22314

7. *Please provide the agency’s FY 2024 Performance Accountability Report.*

Please see the HSEMA PAR at

<https://oca.dc.gov/sites/default/files/dc/sites/oca/FY24%20PAR%20-%20OAH.pdf>.

BUDGET AND FINANCE

- 8. Please provide a chart showing the agency's approved budget and actual spending, by division, for FY 2024 and FY 2025, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.**

Please see attachments Q8.

- 9. Please list any reprogrammings, in, out, or within, related to FY 2024 or FY 2025 funds. For each reprogramming, please list:**

- a. The reprogramming number;**
- b. The total amount of the reprogramming and the funding source (i.e., local, federal, SPR);**
- c. The sending or receiving agency name, if applicable;**
- d. The original purposes for which the funds were dedicated; and**
- e. The reprogrammed use of funds.**

Please see attachment Q9.

- 10. Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during FY 2024 and FY 2025, to date, including:**

- a. Buyer agency and Seller agency;**
- b. The program and activity codes and names in the sending and receiving agencies' budgets;**
- c. Funding source (i.e., local, federal, SPR);**
- d. Description of MOU services;**
- e. Total MOU amount, including any modifications; and**
- f. The date funds were transferred to the receiving agency.**

Please see attachment Q10.

- 11. Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY 2024 and FY 2025, to date. For each account, please list the following:**

- a. The revenue source name and code;**
- b. The source of funding;**
- c. A description of the program that generates the funds;**

HSEMA

- d. The amount of funds generated by each source or program in FY 2024 and FY 2025, to date; and*
- e. Expenditures of funds, including the purpose of each expenditure, for FY 2024 and FY 2025, to date.*

HSEMA does not receive, maintain, use, or have available for use, any special purpose revenue funds.

12. Please provide a list of all projects for which your agency currently has capital funds available. Please include the following:

- a. A description of each project, including any projects to replace aging infrastructure (e.g., water mains and pipes);*
- b. The amount of capital funds available for each project;*
- c. A status report on each project, including a timeframe for completion; and*
- d. Planned remaining spending on the project.*

HSEMA received \$4.0M in capital funding to update the District's Emergency Operations Center on the second floor of the Unified Communications Center (UCC). The initial technical assessment of the second floor began in 2019 and cost \$451,120.60, yielding a new construction estimate of approximately \$8M for the project.

During 2020, HSEMA was forced to pause the project to coordinate the District's response to and recovery from COVID-19 and also to identify additional funding for the project. Based upon the lessons learned during the COVID-19 response, the District opened the new, larger EOC in Navy Yard in 2023.

During Q4 of FY24, DMPSJ reprogrammed \$3.3M to replace the building-wide HVAC system at the UCC which was at the end of its useful life. The remaining project balance is \$248,880. With the new EOC opened, HSEMA and OUC are working together to establish a floorplan and layout where the two agencies share the floor. HSEMA obligated \$154,349 for limited architectural and engineering planning support to that effort. The remaining \$94,531 will go for hard costs that the architectural and engineering team identifies, likely for critical security elements such as door locks and other access control.

13. Please provide a complete accounting of all federal grants received for FY 2024 and FY 2025, to date, including the amount, the purpose for which the funds were granted, whether those purposes were achieved and, for FY 2024, the amount of any unspent funds that did not carry over.

Please see attachment Q13.

14. Please list each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended and option years exercised, by your agency during FY 2024 and FY 2025, to date. For each contract, please provide the following information, where applicable:

- a. The name of the contracting party;*
- b. The nature of the contract, including the end product or service;*
- c. The dollar amount of the contract, including budgeted amount and actually spent;*
- d. The term of the contract;*
- e. Whether or not the contract was competitively bid;*
- f. The name of the agency’s contract monitor and the results of any monitoring activity;*
- g. Funding source; and*
- h. Whether the contract is available to the public online.*

Please see attachment Q14.

15. Please provide the details of any surplus in the agency’s budget for FY 2024, including:

- a. Total amount of the surplus; and*
- b. All projects and/or initiatives that contributed to the surplus.*

HSEMA’s local funds surplus was \$8,400. This minimal surplus was due to delays which impacted the vendor’s ability to meet the September 30 delivery deadline.

16. For FY 2024 and FY 2025 to date, please provide the number of contracts and procurements executed by your agency. Please indicate how many contracts and procurements were for an amount under \$250,000, how many were for an amount between \$250,000-\$999,999, and how many were for an amount over \$1 million.

>\$250,000	153
\$250,000 - \$999,999	3
Total	156

LAWS, AUDITS, AND STUDIES

- 17. Please list and describe any ongoing investigations, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2024 or FY 2025, to date.***

HSEMA conducted three (3) investigations of employees for alleged conduct prohibited by District Personnel Manual Chapter (DPM) 16. Pursuant to the records management and confidentiality requirements set forth in the DPM, HSEMA cannot provide further details.

- 18. Please list any reports the agency is required by law to prepare and whether the agency has met these requirements.***

- a. Are there any required regular reports that the agency believes are unduly burdensome and/or underutilized by the Council or the public? If so, please provide details on each such report and, to the extent feasible, an estimate of the budget and/or person-hours required to prepare each report.***

HSEMA has drafted annual reports, required by legislation, for Continuity of Operations and the DC Fusion Center. The required regular reports are not unduly burdensome or underutilized.

Under DC Code § 7-2208. Annual report, HSEMA, “through the Mayor of the District of Columbia, shall submit to the Senate and House of Representatives on the 1st day of each regular session of the Congress a report of its activities and expenditures under this chapter.” The District’s annual performance oversight process – which includes publishing these hearing questions and the agency’s public testimony – continues to adequately address this requirement.

- 19. Please list all lawsuits filed in FY 2024 and FY 2025 to date that name the agency as a party, and provide the case name, court where claim was filed, case docket number, and a brief description of the case.***

Filed before the Superior Court of the District of Columbia *Deanna Reed v. District of Columbia* 2024-CAB-001403, alleges HSEMA failed to provide reasonable accommodations relating to Plaintiff’s pregnancy status as required by the District of Columbia Protecting Pregnant Workers Fairness Act of 2014.

- 20. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY 2024 and FY 2025 to date, including any covered by D.C. Code § 2-402(a)(3), and provide the parties’ names, the amount of the settlement, and, if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g., administrative complaint).***

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HSEMA settled the case of *Chelsea Young v. District of Columbia Homeland Security and Emergency Management Agency*, OHR No.: 19-407 DC(CN). The matter was settled for \$750.00 on November 11, 2024. The matter involved an allegation of discrimination based on race in employment filed by a former employee who was not selected for promotion.

- 21. Please list any administrative complaints or grievances that the agency received in FY 2024 and FY 2025 to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. For any complaints or grievances that were resolved in FY 2024 or FY 2025 to date, describe the resolution.**

The national chapter of the National Association of Government Employees (NAGE) demanded impacts and effects bargaining over Government's adjustment to the employee telework policy. HSEMA is one of several district agencies responding to the demand for bargaining. Such demands are pursuant to D.C. Official Code § 1-617.08(c)(1) and subject to oversight by the D.C. Public Employees Relations Board. No changes to HSEMA policy have come about as a result.

In February of 2024, NAGE filed a demand for arbitration alleging HSEMA failed to properly compensate bargaining unit members for performing duties at a higher graded position. The union's grievance is barred on procedural grounds (untimely filed) and substantive grounds (failure to identify a higher graded position). HSEMA responded to the grievance in accordance with the provisions of the collective bargaining agreement between NAGE and HSEMA. No policy changes have come about as result of the filing.

WORKPLACE ISSUES AND EQUITY

- 22. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY 2024 and FY 2025 to date, and whether and how those allegations were resolved.**

HSEMA follows the Mayor's binding guidance for investigation of allegations of sexual harassment or misconduct as detailed in Mayor's Order 2023-131. HSEMA employs a Sexual Harassment Officer responsible for investigating allegations.

The agency has not received any allegations of sexual harassment or misconduct in FY24 and FY25, to date.

- 23. The District defines racial equity as "the elimination of racial disparities such that race no longer predicts opportunities, outcomes, or the distribution of resources for residents of the District, particularly for persons of color and Black residents." What are three areas, programs, or initiatives within your agency where you see the most opportunity to make progress toward racial equity?**

HSEMA

HSEMA remains committed to building emergency and disaster processes that better serve all District residents, visitors, and businesses, particularly those most vulnerable to the impacts of emergencies and disasters.

Three examples of practical efforts to serve the whole community equitably are:

1. HSEMA conducted targeted exercises entirely focused on equity and the needs of individuals with disabilities, access, and functional needs (DAFN). These exercises serve as a practical demonstration of the commitment to embed equity into every stage of emergency planning and response and recognize the urgency of intersectionality, or compounding vulnerabilities. By addressing systemic barriers and prioritizing the needs of the most impacted communities, HSEMA is taking meaningful steps toward achieving racial equity in emergency management.
2. Creation of a Disaster Intersectionality Index tool for use in the EOC during activations. The goal of the District's emergency management program is to reduce the agency's overall risk profile from emergencies and disasters and data demonstrates that people with multiple challenges experience increased risk. This index considers factors such as race, age, disability, income, and other intersecting social and demographic characteristics that amplify risks during emergencies. The index is not static – it incorporates ongoing data, community insights, and feedback to continuously refine and adjust plans.
3. HSEMA has also established a listserv called EASE, which stands for Equity and Accessibility Support in Emergencies, to serve as a regular touchpoint with community-based organizations (CBOs) that serve BIPOC and DAFN communities. This network will create a two-way communication channel, allowing HSEMA to share preparedness information and timely emergency information with trusted organizations that have deep connections with vulnerable communities. In turn, these CBOs can provide critical feedback on community needs, barriers to accessing services or information, and ways to ensure messaging is culturally responsive and linguistically appropriate. By fostering these relationships, HSEMA can enhance the effectiveness of outreach, build trust with the community, and ensure emergency communications are not only accessible but also resonate with those most at risk.

24. In FY 2024 and FY 2025 to date, what are two ways that your agency has addressed racial inequities internally or through the services you provide?

HSEMA is integrating community insights and equity callouts into the Community Risk Assessment (CRA) to better identify and address racial inequities in how risks are experienced across the District. This approach helps HSEMA recognize where disparities exist – such as disproportionate exposure to hazards or barriers to emergency services for BIPOC and DAFN communities – and guides the development of more targeted, equitable interventions. These equity callouts highlight systemic issues like limited access to resources in certain neighborhoods, while also providing actionable recommendations to address these challenges.

HSEMA

Including these elements in the CRA strengthens internal understanding of how risks affect different populations and demonstrates the agency's commitment to equity in emergency management. As a collaborating agency, sharing this document with partners fosters transparency and collaboration and an opportunity for a unified approach to reducing racial disparities in preparedness and resilience across the District.

Similarly, the inter-bureau collaboration on intelligence products has been key to embedding equity considerations into analyses and response strategies. A recent example is the equity call out to an intelligence product on wildfire smoke exposure following the June 2023 Canadian wildfires which led to several days of hazardous air quality in the District. This product highlighted how BIPOC and DAFN communities could be disproportionately impacted due to pre-existing health disparities and fewer resources to mitigate exposure, particularly in Wards 7 and 8.

This analysis also emphasized how compounded vulnerabilities exacerbate risks and amplify the impact of an emergency or disaster. When individuals face multiple, overlapping vulnerabilities, the factors do not just add up; they intensify one another leading to greater exposure to harm and fewer resources to recover. HSEMA can use this knowledge to (1) inform a more equitable approach to preparedness and coordination with partners (2) prioritize resources, and (3) tailor strategies to address intersecting needs and ensure that the most affected communities are centered in planning and decision-making processes.

AGENCY-SPECIFIC QUESTIONS

25. Please describe all events and incidents in FY 2024 and FY 2025 to date for which the agency coordinated response operations across all District government agencies.

For all special events coordinated through the agency, please refer to question 30. The agency coordinated response operations for the following events and incidents:

FY24

1. 1408 Wisconsin Ave NW Structural Integrity Issue (October 2023)
2. Kenilworth Ave and Douglas St NE Infrastructure Collision (October 2023)
3. November 14 First Amendment Activity (November 2023)
4. November 17 First Amendment Activity (November 2023)
5. 4021 Kansas Ave NW Fire (December 2023)
6. 1618 North Capitol St NW Fire (December 2023)
7. 1254 Meigs Place NE Fire (December 2023)
8. 621 Lamont Street NW Fire (January 2024)
9. January 6 Winter Weather (January 2024)
10. 808 Bladensburg Rd NE Fire (January 2024)
11. January 9 Severe Weather (January 2024)
12. 5509 Nannie Helen Burroughs Ave NE Fire (January 2024)
13. January 15-18 Winter Weather (January 2024)
14. 1223 Marion Barry Ave SE Gas Explosion (January 2024)
15. January 13 First Amendment Activity (January 2024)

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16. 2024 March for Life (January 2024)
17. January 19 Boil Water Advisory (January 2024)
18. Hanna Pl SE Barricade Situation (February 2024)
19. 1363 Peabody St NW Fire (February 2024)
20. 2024 State of the Union Address (March 2024)
21. 1221 M St NW Fire (March 2024)
22. 3137 Buena Vista Terrace SE Fire (April 2024)
23. 303 Seaton Place NE Fire (April 2024)
24. 3700 9th St SE Fire (April 2024)
25. 3706 24th St NE Fire (May 2024)
26. 530 Madison Street NW Fire (May 2024)
27. Boil Water Advisory - 4th High Zone (May 224)
28. 1704 R Street SE Fire (May 2024)
29. 562 24th St NE Fire (May 2024)
30. June 17-21 District Heat Emergency (June 2024)
31. 2635 Bowen Road SE Fire (June 2024)
32. July 3 Boil Water Advisory (July 2024)
33. Fourth of July Celebration 2024 (July 2024)
34. July 5-9 District Heath Emergency Activation (July 2024)
35. 2024 North Atlantic Treaty Organization Summit (July 2024)
36. July 13-17 District Heart Emergency Activation (July 2024)
37. July 14-16 District Heat Emergency Activation (July 2024)
38. 4274 Benning Rd NE Fire (July 2024)
39. July 24 Foreign Delegation Visit (July 2024)
40. MedStar Hospital Utility Failure (July 2024)
41. August Extended Heat Emergency (August 2024)
42. Hurricane Debby (August 2024)
43. 2537 Bladensburg Road NE Fire (August 2024)
44. 5071 Kimi Gray Court SE Fire (September 2024)
45. 1433 Columbia Rd NW Gas Explosion (September 2024)

FY25

1. October 29 First Amendment Activity (October 2024)
2. 2024 U.S. Elections (November 2024)
3. 2003 Bunker Hill Rd NE Collapse (December 2024)
4. 1529 9th Street NW Structure Fire (December 2024)
5. 1447 Chapin Street NW Fire (December 2024)
6. January 5 Winter Weather (January 2025)
7. 2025 Certification & Counting of the Electoral Vote (January 2025)
8. State Funeral for Former President Carter (January 2025)
9. January 18 First Amendment Activity (January 2025)
10. 60th Presidential Inauguration (January 2025)
11. January 24 First Amendment Activity (January 2025)
12. 555 E St SW Fire (January 2025)
13. American Airlines Collision (January 2025)

14. February 11 Snow Emergency (February 2025)

15. Presidential Address to a Joint Session of Congress (scheduled for March 2025)

26. Please describe the mission of the Fusion Center and its activities during FY 2024 and FY 2025 to date.

The DC Fusion Center conducts information and intelligence analysis and maintains situational awareness to inform decision-making at all levels of District government for emergencies and disasters. The Fusion Center also facilitates information sharing to assist local and federal law enforcement, homeland security, and District government partners in preventing, protecting against, and responding to all threats and hazards.

27. Please describe the activities of the Homeland Security Commission in FY 2024 and FY 2025 to date.

For FY24, the Homeland Security Commission (HSC) met three times and held a series of working videoconferences. The HSC conducted research to draft an annual report. Due to vacancies, the HSC has not been active in FY25.

28. How did HSEMA improve collective situational awareness and coordination among District agencies and District residents in the event of a mass emergency in FY 2024 and FY 2025 to date?

HSEMA continuously reviews and updates public safety messaging processes and procedures (e.g., Alert DC). HSEMA introduced new or updated common operating picture platforms or dashboards and continues to train District partners on the CORE DC (Web Emergency Operations Center) platform for information sharing and resource coordination.

a. Please provide an update on the activities of the Mobile Situational Awareness Teams.

HSEMA continues to deploy its mobile command vehicle as a unified command, control, and communications platform in support of planned special events. In the deployment of the mobile command, HSEMA's staff provide mobile situational awareness in addition to information gathering, public safety messaging, and resource coordination activities.

b. Did HSEMA conduct any tabletop exercises or drills to practice how to respond to future large-scale events? If so, please explain.

Name of Exercise	Exercise Objectives (Threat or hazard)
Hurricane TTX	Review and validation of relevant Emergency Operations Plans (EOP) service plans and the District Damage Assessment and Debris Management Plans, focused effectively

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	identifying information, assessing damage, and coordinating resources
Civil Unrest TTX	Review and validation of relevant EOP service plans, based on First Amendment demonstration splintering into violence and property destruction.
Crisis Communications TTX	Review and validation of District Crisis Communication Plan as culmination of plan revision and training campaign. This included multiple webinars, two tabletop exercises, and a functional exercise. HSEMA also hosted sessions of FEMA Basic & Advanced PIO courses for District and partner staff.
Winter Weather TTX	Review and validation of relevant EOP service plans, focused on executing mass care capabilities, especially providing effective service to the homeless population.
EOC Exercise Series	Combination of 20+ seminars/workshops, drills, and culminating functional exercises to develop guidance and acclimate EOC team personnel and liaison to new incident support model roles.
DDOT Transportation Lifeline Workshop Series	Three-part exercise focused on revising existing District Emergency Transportation Annex and related EOP service plans to better integrate with the region and incorporate private assets.
60 th Presidential Inauguration CMSC TTX	Review and validation of the Interagency Consequence Management Plan in relation to CCEV and PI60 events, focused on managing community consequences.
DC Inauguration ROC Drill	Review of District and federal critical operational activities leading up to and through 60 th Presidential Inauguration, intended to provide senior leaders with engage with final plans and highlight the District significant contribution.
District Heat Plan TTX	Review and validation of relevant EOP service plans, and the District Heat Plan and Hazardous Air Quality Guide, focused on coordinating plan activation and public communication.
Sheltering Operations TTX	Coordination of associated DC Health, Department of Human Services, Serve DC, and American Red Cross operations plans.

29. Please provide an update on Alert DC during FY 2024 and FY 2025 to date.

a. Please provide the number of new subscribers in FY 2024 and FY 2025 to date, disaggregated by fiscal year.

In FY24, there were 8,146 new AlertDC subscribers.

In FY25, to date (October 1, 2024 to February 11, 2025), there were 6,620 new AlertDC subscribers.

b. How has this program been used to communicate important information? Please provide specific examples where possible.

AlertDC sent 4,253 notifications in FY24 and 755 notifications in FY25 as of 2/11/25 (not including MPD Crime Alerts). One example of the critically important information that AlertDC transmits to the community is severe weather alerts. HSEMA provides alerts to the community when the temperatures are going to be extremely cold or extremely hot to allow recipients to protect themselves and look out for others. Similarly, HSEMA provides updates on snow operations, including weather alerts and the implementation of Snow Emergencies as part of the larger public messaging efforts during these events.

The two alerts below, sent to subscribers and automatically reposted to the AlertDC official X account, are examples of the ways that HSEMA is pushing critical messaging to the public.



c. Please describe the agency's relationship with the U.S. Capitol Police in terms of sharing timely and relevant security and public safety information to inform residents living near the U.S. Capitol Complex.

HSEMA has a close relationship and direct communications channels with the U.S. Capitol Police (USCP) to amplify their alert information related to activities or incidents on the Capitol grounds that have the potential to impact the broader community. USCP generates the messages and sends them to HSEMA through either the watch desk or the Joint Information Center. HSEMA then amplifies the message using the appropriate alerting tool. The AlertDC message below, sent to subscribers and automatically reposted to the AlertDC official X account, is an example of this close relationship.



30. Please provide a list of all major special events that HSEMA monitored in FY 2024 and FY 2025 to date. Please describe how the agency responded to each event.

Below is a list of special events for which the EOC was escalated for operational coordination, situational awareness, and resource support during FY24 and FY25 to date:

FY24

- World Culture Festival*
- Open Streets DC (Georgia Ave)*
- Army Ten Miler*
- Snallygaster*
- Turkish Festival*
- Howard Homecoming*
- Marine Corps Marathon*
- National Veterans Day Parade*
- Chinese New Year Celebration*
- 2024 State of the Union**
- Rock n Roll DC Half Marathon and 5k*
- National Cherry Blossom Petal Palooza*
- Sakura Matsuri Japanese Street Festival*
- National Cherry Blossom Festival Parade*
- Emancipation Day Celebration*
- Red Bull Run Show*
- Project Glow Festival*
- National Law Enforcement Candlelight Vigil*
- United House of Prayer Memorial Day Parade*
- National Memorial Day Parade*
- National Asian Heritage Festival*
- Capital Pride Block Party*
- Capital Pride Parade*
- Capital Pride Festival*
- Taste of the DMV*
- National Capital BBQ Battle*
- CNN Fourth of July Celebration 2024**
- 2024 North Atlantic Treaty Organization Summit**

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- America's Independence Day Parade**
- Barracks Row/Palisades Fourth of July Parade**
- National Archives July 4th Celebration**
- Indonesia Festival*
- Washington Chinese Culture Festival*
- DC Bike Ride*
- H Street Festival*
- Fiesta DC Festival & Parade*

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- Open Streets DC (7th Street)*
- Snallygaster*
- Army DC Miler*
- Howard Homecoming Parade*
- Turkish Festival*
- Marine Cops Marathon*
- High Heel Drag Race*
- 2024 United States Elections**
- National Veterans Day*
- 2025 Electoral Vote Certification**
- State Funeral for Former President Carter**
- MLK Holiday Parade*
- 2025 Presidential Inauguration**
- Chinese New Year Celebration*

*The mobile command vehicle deployed to these event sites to maintain situational awareness and provide on-site coordination.

** The EOC escalated to a Level 3: Enhanced Watch or higher to support these events for additional situational awareness, resource coordination, and incident management. For all National Special Security Events, HSEMA forward deployed a liaison to the U.S. Secret Service Multi-Agency Coordination Center.

31. Please describe the work of the Mayor's Special Events Task Group (MSETG) in FY 2024 and FY 2025 to date, including any changes to its reporting structure within the Executive branch, membership, operations, policies, procedures, and member agency fees.

The MSETG held 18 meetings in FY24 and four meetings in FY25, to date, for the purpose of providing interagency reviews and assessments of the operational, public safety, and logistical components of proposals for special events occurring on public roadways under the jurisdiction of the District of Columbia. The Meeting Activity Report (attachment Q31) provides a list of the proposed events reviewed and assessed by the MSETG for production during FY24 and FY25, to date.

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The MSETG's reporting structure within the Executive Branch remains under the Executive Office of the Mayor (via the Office of the Chief of Staff). There were no changes to the MSETG's membership, operations, procedures, or member agency fees in FY24 and FY25, to date.

a. How many interagency reviews and assessments of proposals for special events did the agency review in FY 2024 and FY 2025 to date?

The MSETG processed 92 special event proposals in FY24, and 24 special event proposals in FY25, to date.

b. Did special event user fees as determined by each respective agency in the MSETG increase in FY 2024 and FY 2025 to date? If so, please describe. (If necessary to answer the question, please consult with agency partners).

No agencies' fees increased in FY24 and FY25, to date.

c. How many event organizers submitted after-action reports subsequent to the production of their events in FY 2024 and FY 2025 to date? How many did not?

While after-action reviews and discussions are conducted with each event organizer prior to the initiation of planning for the upcoming production of an event, organizers also have an additional opportunity to submit after-action reports. Based on events produced in FY24, 19 event organizers have submitted reports and 56 have not. Based on events produced in FY25 to date, one event organizer has submitted reports and 20 have not. Event organizers have an opportunity to participate in after-action reporting up to the time of meeting with the MSETG to initiate planning for a subsequent production of the event in the following year. When there are issues or problems identified with the production of an event, organizers are required to participate in an after-action meeting and/or meet any after-action requirements as determined necessary by a member agency to implement measures to address any identified deficiencies prior to the MSETG's consideration of an event for conditional approval in a subsequent year.

d. What, if any, new requirements did the MSETG or its member agencies impose upon event organizers in FY 2024 and FY 2025 to date related to homeland security concerns (e.g., sandbags, placement of vehicles to block access)?

There were no new requirements imposed upon event organizers by the MSETG or its member agencies.

32. Please provide an update on the agency's continued work on implementation of the District Government Continuity of Operations Plans Amendment Act of 2020, effective March 16, 2021 (D.C. Law 23-0219) in FY 2024 and FY 2025 to date.

HSEMA is actively addressing OIG recommendations with several recommendations completed and others that will continue through ongoing effort:

- Adjusted criteria for which agencies and offices were subject to compliance requirements, leading to an additional 27 agencies that will begin reporting in 2025.
- Developed an internal HSEMA continuity program manual.

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- Increased training opportunities including building two on demand custom courses for agency COOP coordinators, conducting four P.A.C.E. (Primary, Alternate, Contingency, Emergency) courses focused on communications, and hosting FEMA continuity courses.
- Created After Action Reporting/Improvement Planning templates for continuity planning scalable to training, exercises, and real-world events.
- Implemented a cabinet-level continuity briefing quick reference guide with information on requirements and available tools.
- Continued updates of the District's Continuity of Government (COG) plan to better align with national standards. Ongoing efforts include convening judiciary stakeholders and engaging in discussion-based exercises to clarify roles and responsibilities.

33. Please describe the activities of HSEMA's Interfaith Preparedness and Advisory Group in FY 2024 and FY 2025 to date.

a. How does the agency ensure that faith institutions are able to access timely and relevant information and maintain points of contact within the agency?

The HSEMA grants bureau provides information on grants through emails and a dedicated website. In addition, HSEMA, in partnership with the Mayor's Office of Religious Affairs (MORA) and Metropolitan Police Department (MPD), leads IPAG to encourage dialogue with the District's faith-based organizations (FBOs) to help them enhance preparedness for all types of hazards.

b. For grants HSEMA made to faith institutions in FY 2024 and FY 2025 to date, please provide:

i. A list of recipients, amount of funding, and use of funds

Please see attachment Q33.

ii. Details about HSEMA's work administering the federal Nonprofit Security Grant Program (NSGP), including the number of successful DC applicants and total awarded funding

HSEMA administers the DHS/FEMA Nonprofit Security Grant Program (NSGP) which provides funding to 501(c)(3) nonprofit organizations at risk of terrorist attacks in the District and NCR urban area. FEMA determines which NSGP projects to fund and HSEMA is responsible for administering the application process, publishing information about the grant and instructing applicants on the application process, reviewing and scoring the applications for FEMA (who determines which projects to fund), receiving the award from FEMA, training subrecipients on the grant requirements and grant management systems, submitting environmental and historic preservation (EHP) documentation to FEMA, reviewing quarterly reports and reimbursement requests, setting up nonprofits in DIFS to receive payment, and monitoring subrecipient progress throughout the grant period up through closeout. The NSGP is intended to provide physical security enhancement for the nonprofit organization's facility.

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The attached list shows all the FY23 and FY24 NSGP subawards issued by HSEMA in DCFY24 and DCFY25. There were 20 awards issued to District applicants in the FY23 NSGP grant and 11 in the FY24 NSGP grant. Congress appropriated a supplemental 2024 NSGP grant in an aid package related to the Israel/Hamas war which was made available in October 2024 and applications were submitted in January 2025. HSEMA received 132 applications which it reviewed, scored, and submitted to FEMA. Award announcements will likely be made in April 2025. There has not been an appropriation of funding for a FY25 NSGP grant yet, but when that happens later this year HSEMA will oversee the application process.

iii. What steps HSEMA is taking to increase NSGP awards to District institutions in federal FY 2024

HSEMA provides instructions on how to apply for the NSGP grant on the [agency website](#), and provides feedback to unsuccessful applicants on the strengths and weaknesses of their applications. HSEMA provides informational webinars and distributes information published by FEMA and FEMA training webinars. HSEMA staff respond to questions about the NSGP throughout the year and during the application period.

34. Please provide an update on the funding received from FEMA’s Building Resilient Infrastructure and Communities (“BRIC”) grant program in FY 2024 and the projects for which the funding was awarded. What portion of the funding for each of these projects has been allocated and/or spent, and what work has been done to date on each project? What is HSEMA’s role in these projects?

In FY24, the District received \$2,710,609 in federal funding from FEMA’s Building Resilient Infrastructure and Communities (BRIC) program to reduce risk and strengthen resilience. These funds support projects that help neighborhoods prepare for future hazards, improve infrastructure, and make buildings safer.

The awarded projects include:

FloodSmart Homes Retrofit

This project, led by the Department of Energy and Environment (DOEE) in partnership with HSEMA, helps homeowners in flood-prone areas protect their homes from future flood damage. It funds the installation of protective measures such as flood barriers, backwater valves, and other resilience upgrades for 40 homes. HSEMA supports the effort by providing technical assistance, coordinating project development, assisting with outreach to homeowners, and helping identify priority locations based on flood risk.

Construction Building Codes

This project supports the District’s efforts to strengthen and enforce modern building standards to improve safety and resilience. Led by the Department of Buildings (DOB) with support from HSEMA, the funding is used to update the District’s construction codes, provide specialized training for enforcement personnel, and improve compliance monitoring. A key focus is advancing energy efficiency and disaster resilience requirements, including the transition to Net-Zero Energy Construction Codes by 2026, to

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ensure buildings can better withstand hazards such as flooding, severe storms, and extreme temperatures.

Hazard Mitigation Program Technical Assistance

This funding provides a flexible resource for supporting risk reduction projects across the District, particularly those requiring additional technical support or funding to move forward. Managed by HSEMA's Hazard Mitigation Program within the Resilience Bureau, the funding helps agencies like DC Water, DOEE, the Department of General Services (DGS), and other partners conduct feasibility studies, develop preliminary designs, and prepare competitive grant applications for resilience initiatives. This includes efforts such as the Department of Transportation (DDOT) Shaded Bus Shelter, Early Flood Warning Monitoring Network, and Watts Branch Resilience Plan, which aim to reduce flood risk, enhance infrastructure, and improve long-term neighborhood resilience.

Right now, no federal funds have been spent because the paperwork is still being processed. However, work is moving forward using local funding. HSEMA is leading the Hazard Mitigation Program Technical Assistance project and providing technical support for the abovementioned agencies.

35. Please discuss the agency's other efforts to expand environmental disaster preparedness.

During FY24, HSEMA continued to utilize hazard mitigation funding to support natural hazard risk reduction and collaborate with agency partners to further expand environmental preparedness. To streamline access to critical preparedness information, HSEMA developed a new ReadyDC website based on community feedback that is expected to launch in the coming months.

HSEMA contributed to DOEE's ongoing work to update Climate Ready DC – a collaborative effort that included robust community engagement, development of a story map series that outlined hazards prevalent in the District and how residents experience those hazards, a series of workshops to guide the development of Climate Ready DC 2.0, and the creation of an ongoing Climate Interagency Advisory Group.

HSEMA continued collaborative efforts by partnering with DOEE and Prince George's County on the development of a cross-jurisdictional community engagement and planning framework to address flood concerns and consider mitigation projects within the Oxon Run, Watts Branch, and Arundel Canal watersheds.

Additionally, HSEMA's Disability, Access, and Functional Needs (DAFN) program was awarded \$10,000 from AARP's Community Challenge Grant, which funded 16 heat preparedness workshops at senior centers around the District in collaboration with DOEE and DC Health. This grant also supported the development of emergency preparedness calendars and coloring books in collaboration with local organization, Art Enables. As a result, 1,000 preparedness calendars were distributed to community members, while 1,000 coloring books will be printed and distributed in FY25.

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In addition to distributing preparedness coloring books in FY25, HSEMA plans to engage ANCs in Wards 5, 6, 7, and 8 to inform community members of the Early Flood Warning Monitoring System Network, a system of installed flood signs and sensors that will inform the community and other stakeholders on flooding impacts caused by precipitation events.

36. *Please describe HSEMA's work in response to the recent threats towards synagogues and other religious institutions or places of worship.*

In FY24, HSEMA developed intelligence products and threat assessments to prepare public safety partners for threats against places of worship. Additionally, HSEMA participated in IPAG meetings and disseminated information relevant to places of worship related to events that may impact the District, including but not limited to violent crime, 2024 election preparedness, and snow emergencies. This work was done with the DC Fusion Center as well as IPAG.

37. *Last year, Chairwoman Pinto asked HSEMA to work to ensure that AlertDC, or another similar program, was providing real-time updates on public safety incidents, such as shootings—in particular to schools that may be impacted by nearby incidents. In response, HSEMA outlined three areas of agency effort for FY 2024 to improve real-time safety notifications to schools in response to incidents like shootings: 1) providing refresher training on security escalation protocols, 2) identifying the best tool or method to provide school leaders with the necessary information for security posture escalation, and 3) implementing a programmatic approach to capture data on escalations to inform training and tool development. Please provide a detailed update on the progress made in each of those three areas, including:*

- a. What training has been developed and delivered?***
- b. What tools or methods have been identified or implemented?***
- c. What data has been collected regarding security escalations? How is this data being used to refine the system?***
- d. What measurable improvements in notification times and school safety response have been observed as a result of these efforts?***

In FY24, HSEMA collaborated with public safety partners and DC Public Schools (DCPS) to create a modernized framework and blueprint addressing training; alert statuses; and alert, warning, and notification to faculty and staff, parents, and the public. The framework included a streamlined workflow for communication between District public safety agencies and schools, as well as notification to parents and the community. HSEMA memorialized this framework into a comprehensive document and provided it to DCPS for implementation and performance monitoring.

38. In the FY 2025 budget recommendations, the Committee called for HSEMA to work with DCPS and DC Public Charter Schools to update the District's School Emergency Response Plan and Management Guide (last revised January 2014) in response to the DC State Board of Education's adoption of State Resolution 24-3 'Calling for a Green New Deal for Schools' on January 17, 2024. Please provide:

- a. The status of efforts to update the Plan and Management Guide**
- b. How HSEMA is incorporating climate crisis preparedness into the updated guidance**
- c. What specific provisions are being developed regarding use of school buildings as community relief zones during climate-related emergencies**
- d. The timeline for completing and implementing these updates**

HSEMA is committed to supporting DC schools with emergency planning through two key efforts: updates to the system-level guidance and maintaining scalable and flexible tools to track school-specific plans.

System-Level Guidance. In 2021, HSEMA detailed a planner to school security planning. That planner led a planning team of school officials that made significant progress in updating the overall Plan and Management Guide – known as the “Red Book” because of its distinctive red cover. The Red Book serves as the overall guide and template for school security planning in DC.

In December 2024, OSSE and DCPS restarted the effort to publish the "Red Book" updates that were drafted during that detail. This effort will include any adjustments to the guide for climate crisis preparedness. That project is ongoing and does not have a completion target yet.

HSEMA works with schools to adjust the school-level plans in CORE DC to reflect policy and procedural changes from the Red Book into the templates. This is an ongoing effort and HSEMA is committed to assisting the schools on a permanent basis.

School-Specific Plans. For the last two years, HSEMA has collaborated with schools to create school-level profiles in CORE DC – the District’s primary incident management tool – to capture their school-specific emergency planning information. The school-specific information is based upon the core concepts in the “Red Book”. This effort replaced an outdated and inflexible program that schools ceased using or updating many years ago. For all schools covered by OSSE (DCPS/PCSB), HSEMA provides them accounts through a data sync. Private and parochial schools individually reach out for access to CORE DC since HSEMA does not have an authoritative list or programmatic POC for them.

Each school completes their own emergency response plan (ERP) in CORE DC with programmatic guidance from their front office lead, which emphasizes the ownership of their own data and planning. HSEMA manages the database in CORE DC and provides technical support when schools run into issues with completing their templates. This is an ongoing effort and HSEMA is committed to assisting the schools on a permanent basis.

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Schools as Refuge Sites. DCPS is one of HSEMA's key partners in evaluating mass care sites during emergencies and the District has used schools for refuge during severe weather in the past. However, the agency recognizes the safest place for learners is in their schools and that disrupting school operations causes a significant burden on learners and their families. To that end, HSEMA typically focuses on recreation centers for weather-related support to the community, as demonstrated in the District's heat emergency plan and cold emergency plans. Recreation centers are already open and staffed, feature flexible floor plans, and do not disrupt learning activities the way that providing refuge at a school would.

39. In the FY 2025 Acquisition Plan, dated January 10, 2025, OCP identified a planned procurement for HSEMA in the estimated amount of \$2,000,000 for Labor, Miscellaneous for HSEMA FY2025 OCP Acquisition Planning Tool Form (OAPT). Please provide additional detail about the services or goods that are expected to be acquired through this planned procurement.

Upon reviewing the FY25 OAPT, HSEMA discovered that the \$2,000,000 entry for Labor, Miscellaneous was the result of user error. The agency does not intend to exercise a procurement for \$2,000,000.