HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY

FY 2026 PERFORMANCE PLAN

MAY 27, 2025

GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

CONTENTS

1   INTRODUCTION

This document is the Fiscal Year 2026 Performance Plan for the Homeland Security and Emergency Management Agency.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily when the Mayor's budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency's overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of…".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"

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Measure Type	Measure Description	Example
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Targets: Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY OVERVIEW

Mission: The Mission of the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) is to ensure DC agencies, businesses, and residents are 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 District agencies, regional and federal partners, and non-governmental organizations; provides emergency preparedness information to the public; and disseminates emergency information.

Objectives:

1. Incident Management Support and Coordination

2. Emergency Preparedness

3. Resilience

4. Efficient, Transparent, and Responsive Government

Administrative Structures:

1. External Affairs

2. Special Events

3. Response Coordination

4. Preparedness

5. Resilience

6. Grants Management

7. Situational Awareness

8. Information Analysis

9. Facilities and Logistics

3   PROPOSED OBJECTIVES

3.1   INCIDENT MANAGEMENT SUPPORT AND COORDINATION

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

No Related Measures

3.2   EMERGENCY PREPAREDNESS

Coordinate the development and sustainment of capability and capacity throughout the District's emergency management program to prevent, protect against, respond to, and recover from all threats and hazards that may impact the District.

No Related Measures

3.3   RESILIENCE

Lead efforts to identify, plan for, and implement projects, programs, and initiatives that reduce risk, mitigate natural hazards, protect critical infrastructure, and address the needs of the disability, access, and functional needs community in emergency planning.

No Related Measures

3.4   EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	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	No data available	100%	*	*
Outcome	Percent of employees that are District residents	Up is Better	35.59%	42.98%	*	*
Outcome	Percent of new hires that are District residents	Up is Better	66.67%	72.22%	*	*

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Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	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	0%	15.38%	*	*
Outcome	Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Up is Better	No incidents	No incidents	*	*

* Specific targets are not set for this measure

4 PROPOSED ADMINISTRATIVE STRUCTURES

4.1 EXTERNAL AFFAIRS

Spearheads all external and public affairs initiatives, including outreach and coordination with the public, private industry, media, and District public information officers.

Activities under External Affairs:

1. External Affairs: Spearhead all external and public affairs initiatives, including outreach and coordination with the public, private industry, media, and District public information officers.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of press releases issued to inform the public and the media of emergency preparedness efforts and incident-related updates	Up is Better	New in 2025	New in 2025	New in 2025	*
Quantity	Number of social media posts published to inform the public of emergency preparedness efforts and incident-related updates	Up is Better	New in 2025	New in 2025	New in 2025	*

* Specific targets are not set for this measure

4.2 SPECIAL EVENTS

Co-chairs the Mayor's Special Events Task Group, which is responsible for convening and coordinating essential municipal services in support of special events to ensure events occurring on public space in the District of Columbia are conducted in a manner that protects public health and safety.

Activities under Special Events:

1. Special Events: Manage the administration of the Mayor's Special Event Task Group (MSETG), a body responsible for organizing the District's public safety planning efforts for events requiring interagency coordination.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of special events processed by the Mayor's Special Events Task Group	Neutral	93	92	*	*

* Specific targets are not set for this measure

4.3 RESPONSE COORDINATION

Builds District crisis and consequence management capabilities by providing leadership; developing plans, procedures, and policies; coordinating training and exercises; administering qualifications and credentials; and coordinating operations prior to, during, and following incidents/events.

Activities under Response Coordination:

1. Incident Deployments: Deploy personnel to support incident management and special events across the District and other jurisdictions through the Emergency Management Assistance Compact (EMAC).

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of field deployments for incident support or special events	Neutral	New in 2025	New in 2025	New in 2025	*

* Specific targets are not set for this measure

4.4 PREPAREDNESS

Coordinates the development and sustainment of capability and capacity throughout the District's emergency management program to prevent, protect against, respond to, and recover from all threats and hazards that may impact the District.

Activities under Preparedness:

1. Continuity of Operations: Support the District agencies responsible for updating their Continuity of Operations (COOP) plans annually with exercising, evaluating, and revising their COOP plans.

No Related Measures

2. Community Engagement: Maintain a strong outreach and engagement program designed to educate and equip community residents and businesses to prepare for and recover from all hazards and the potential for disasters.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of community engagement events hosted or participated in	Up is Better	97	107	*	*

* Specific targets are not set for this measure

3. Training, Exercise, and Evaluation: Develop and conduct training and exercises to prepare personnel and stakeholders for effective response to emergencies. Ensure readiness by testing plans, identifying gaps, and enhancing coordination across all involved agencies and organizations.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of continuity of operations (COOP) training events, workshops, and exercises conducted	Up is Better	New in 2025	New in 2025	New in 2025	*
Quantity	Number of exercises held for District agencies, regional and federal partners, and non-governmental organizations	Up is Better	New in 2025	New in 2025	New in 2025	*
Quantity	Number of training events provided to District agencies, regional and federal partners, and non-governmental organizations	Up is Better	164	201	*	*

* Specific targets are not set for this measure

4. Planning: Develop strategic and operational plans, policies, and procedures to set priorities, outline performance and capability expectations, establish standards for capability assessments, and clarify the roles and responsibilities of partners and stakeholders.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of technical assistance engagements which contribute to the development of an Emergency Operations Plan service plan	Up is Better	New in 2025	New in 2025	New in 2025	*

* Specific targets are not set for this measure

4.5   RESILIENCE

Leads efforts to identify, plan for, and implement projects, programs, and initiatives that enhance the District's resilience, mitigate natural hazards, and protect critical infrastructure. Address the needs of the disability, access and functional needs (DAFN) community in emergency planning.

Activities under Resilience:

1. Hazard Mitigation: Reduce or eliminate long-term risks to people and property by implementing strategies and projects that lessen the impact of disasters before they occur.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of mitigation project applications submitted for federal grant funding	Up is Better	New in 2025	New in 2025	New in 2025	*

* Specific targets are not set for this measure

2. Critical Infrastructure: Coordinate the District's efforts to strengthen the security and resilience of critical infrastructure, in close collaboration with critical infrastructure owners/operators, regional partners, and federal agencies.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of comprehensive risk assessments conducted and supported	Up is Better	New in 2025	New in 2025	New in 2025	*
Quantity	Number of private sector engagements	Up is Better	New in 2025	New in 2025	New in 2025	*

* Specific targets are not set for this measure

4.6   GRANTS MANAGEMENT

Manages the federal homeland security grant programs awarded to the District and the National Capital Region.

Activities under Grants Management:

1. Grants Management: Serve as the State Administrative Agent for federal homeland security grant programs that are awarded to the District of Columbia and the National Capital Region by administering subawards and projects and providing financial and programmatic oversight.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of active subawards	Neutral	956	545	*	*
Quantity	Number of federal grant dollars awarded on behalf of the District of Columbia and the National Capital Region	Up is Better	New in 2025	New in 2025	New in 2025	*
Efficiency	Percent of federal grant dollars spent within the timeframe of the grants	Up is Better	Data is pending	98.51%	98%	**98%**

* Specific targets are not set for this measure

4.7 SITUATIONAL AWARENESS

Provides continuous situational awareness and incident management coordination services, monitoring for and sensing emerging District and regional incidents which present risk to residents/visitors, businesses, and critical infrastructure and may necessitate emergency response (incident management) operations.

Activities under Situational Awareness:

1. Alert and Warning: Serve as the 24/7 central hub of information sharing, processing information from multiple sources to keep District agencies, regional and federal partners, businesses, and the public informed and create a common operating picture.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of alerts, warnings, and notifications sent to District government staff	Neutral	3,566	2,428	*	*
Quantity	Number of alerts, warnings, and notifications sent to the public	Neutral	8,543	6,839	*	*

* Specific targets are not set for this measure

4.8 INFORMATION ANALYSIS

Provides strategic analysis of regional threats and hazards, while enhancing value-added information sharing among public and private sector partners.

Activities under Information Analysis:

1. Strategic Analysis and Information Sharing: Provide timely, relevant, and vetted intelligence information and analysis of threats and hazards for public safety partners and decision-makers by researching, analyzing, and synthesizing local, regional, and national patterns and trends.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of raw suspicious activity reports (SARs) processed	Neutral	387	427	*	*
Quantity	Number of requests for information (RFIs) processed	Neutral	422	324	*	*
Quantity	Number of situational and analytical products distributed to stakeholders	Up is Better	428	431	*	*

* Specific targets are not set for this measure

4.9   FACILITIES AND LOGISTICS

Provides inventory management and control, fleet management, transportation, and warehousing services in support of agency operations and the District resource management system.

Activities under Facilities and Logistics:

1. Disaster Logistics: Manage the District's Disaster Logistics Center warehouse and coordinate disaster logistics operations during incident response.

Measure Type	Related Measures	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of warehouse requests processed	Neutral	New in 2025	New in 2025	New in 2025	*

* Specific targets are not set for this measure

5 PROPOSED ADDITIONAL ACTIVITIES

5.1 DISABILITY, ACCESS, AND FUNCTIONAL NEEDS

Ensure emergency plans and services are inclusive and accessible, addressing the specific needs of individuals with disabilities and those requiring additional assistance during emergencies.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of accessibility-related training coordinated or facilitated	Up is Better	New in 2025	New in 2025	New in 2025	*

   * Specific targets are not set for this measure

5.2 EMERGENCY OPERATIONS

Manage the Emergency Operations Center (EOC) and Joint Information Center (JIC), a central hub for supporting and coordinating incident or disaster management and public information at an operational level, where key representatives from District, federal, state, regional, local, private sector, and nonprofit partners gather to collaborate on addressing the impacts and consequences of an incident or event.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of level 3 (enhanced) or higher Emergency Operations Center activations	Neutral	17	0	*	*
Quantity	Number of resource requests processed	Neutral	New in 2025	New in 2025	New in 2025	*

   * Specific targets are not set for this measure