

HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY

FY 2027 PERFORMANCE PLAN

NOVEMBER 10, 2026

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2027 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 composed 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 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	FY2025	FY2026 Target	FY2026	FY2027 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	78.57%	Target not required	53.85%	**Target not required**
Outcome	Percent of eligible employees in the agency that have an active performance plan for the fiscal year	Up is Better	New in 2027	New in 2027	New in 2027	**New in 2027**
Outcome	Percent of employees that are District residents	Up is Better	45.95%	Target not required	43%	**Target not required**
Outcome	Percent of new hires that are District residents (Peoplesoft)	Up is Better	72.73%	Target not required	50%	**Target not required**

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Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 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 (eRecruit)	Up is Better	7.14%	Target not required	No data available	**Target not required**
Outcome	Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Up is Better	No incidents	Target not required	No incidents	**Target not required**

4 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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of social media posts published to inform the public of emergency preparedness efforts and incident-related updates	Neutral	300	Target not required	808	**Target not required**
Quantity	Number of press releases issued to inform the public and the media of emergency preparedness efforts and incident-related updates	Neutral	14	Target not required	17	**Target not required**

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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of special events processed by the Mayor's Special Events Task Group	Neutral	98	Target not required	102	**Target not required**

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. 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	Related Measures	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of level 3 (enhanced) or higher Emergency Operations Center activations	Neutral	15	Target not required	11	**Target not required**
Quantity	Number of resource requests processed	Neutral	126	Target not required	118	**Target not required**

2. 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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of field deployments for incident support or special events	Neutral	44	Target not required	38	**Target not required**

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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of community engagement events hosted or participated in	Up is Better	73	Target not required	124	**Target not required**

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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of training events provided to District agencies, regional and federal partners, and non-governmental organizations	Up is Better	46	Target not required	12	**Target not required**
Quantity	Number of exercises held for District agencies, regional and federal partners, and non-governmental organizations	Up is Better	14	Target not required	3	**Target not required**
Quantity	Number of continuity of operations (COOP) training events, workshops, and exercises conducted	Up is Better	11	Target not required	7	**Target not required**

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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of technical assistance engagements which contribute to the development of an Emergency Operations Plan service plan	Up is Better	16	Target not required	26	**Target not required**

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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of mitigation project applications submitted for federal grant funding	Up is Better	2	Target not required	8	**Target not required**

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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of comprehensive risk assessments conducted and supported	Up is Better	22	Target not required	0	**Target not required**
Quantity	Number of private sector engagements	Up is Better	70	Target not required	94	**Target not required**

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	FY2025	FY2026 Target	FY2026	FY2027 Target
Efficiency	Percent of federal grant dollars spent within the timeframe of the grants	Up is Better	98.77%	98%	Data is pending	**98%**
Quantity	Number of active subawards	Neutral	483	Target not required	351	**Target not required**
Quantity	Number of federal grant dollars awarded on behalf of the District of Columbia and the National Capital Region	Up is Better	$23,657,895	Target not required	$77,575,069	**Target not required**

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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of alerts, warnings, and notifications sent to the public	Neutral	1,554	Target not required	1,286	**Target not required**
Quantity	Number of alerts, warnings, and notifications sent to District government staff	Neutral	1,526	Target not required	1,474	**Target not required**

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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of raw suspicious activity reports (SARs) processed	Neutral	505	Target not required	388	**Target not required**
Quantity	Number of requests for information (RFIs) processed	Neutral	425	Target not required	275	**Target not required**
Quantity	Number of situational and analytical products distributed to stakeholders	Up is Better	286	Target not required	204	**Target not required**

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	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of warehouse requests processed	Neutral	222	Target not required	2,081	**Target not required**

5 PROJECTS

5.1 COMMUNITY RISK ASSESSMENT

Proposed Completion Date: September 30, 2027

A comprehensive community risk assessment (CRA) will be conducted to systematically identify, describe, and quantify the threats and hazards facing Washington, DC from an emergency management perspective. This document will support the District's ongoing efforts to strengthen preparedness by providing structured, data-driven hazard and risk information.

5.2 FUSION CENTER LIAISON OFFICER TRAINING PROGRAM

Proposed Completion Date: September 30, 2027

The Fusion Center Liaison Officer (FLO) Training Program will prepare designated personnel to execute core intelligence-sharing and coordination functions in support of the District's fusion center. The program will provide practical instruction on reporting requirements, information-handling procedures, threat and incident communication workflows, and coordination protocols with partner agencies.

5.3 UNCREWED AIRCRAFT SYSTEMS (UAS) ENTERPRISE IMPLEMENTATION

Proposed Completion Date: September 30, 2027

In FY27, HSEMA will lead implementation of phase two of the District UAS Program, transitioning from agency-level pilots to a coordinated Districtwide enterprise. The initiative will advance the District UAS Strategy through formal governance and doctrine, operationalize AirWatch as a shared coordination and situational-awareness capability, implement enterprise mission-management and accountability systems, strengthen workforce training and credentialing, and establish common standards for procurement, interoperability, data governance, and equipment management. HSEMA will also continue integration of UAS and counter-UAS capabilities within the broader UxS enterprise and support development of shared operational services for District agencies.

5.4 DISTRICT QUALIFICATION SYSTEM AND INCIDENT SUPPORT MODEL

Related Activity Name: Training, Exercise, and Evaluation

Proposed Completion Date: September 30, 2027

Develop and implement the District Qualification System and the Incident Support Model, which will establish standardized qualifications and training for personnel, ensuring they are equipped to manage incidents effectively. This model provides scalable support and resources during emergencies, enabling seamless coordination and deployment of skilled responders.

5.5 CORE DC—INCIDENT RESPONSE AND COORDINATION SYSTEM

Proposed Completion Date: December 31, 2027

CORE DC is the District's system of record for incident response and coordination, serving as a common operating picture that integrates multiple situational awareness and notification platforms. The system stores steady state and incident management data for District, regional, and federal partners, and integrates with District enterprise systems such as PeopleSoft, Esri ArcGIS, and Everbridge Mass Notification. The underlying software will lose support in December 2026, requiring HSEMA to coordinate with DC Government partners to: (1) identify a replacement system through market analysis, (2) transition operations through dedicated development, (3) develop stakeholder communication strategies, and (4) maintain current operations until the early 2027 transition.