



EXECUTIVE OFFICE OF THE MAYOR

FY 2025 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 15, 2026

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1 INTRODUCTION

This document is the Fiscal Year 2025 Performance Accountability Report (PAR) for the Executive Office of the Mayor.

The PAR is the second of two agency performance documents published each year. A Performance Plan is published at the start of the fiscal year when budget decisions have been finalized. A PAR is published in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

PAR Structure: PARs 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 address questions about an agency's overall performance, the performance of an organizational unit, program, or service, or the implementation of a major project. Performance 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"
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"

(continued)

Measure Type	Measure Description	Example
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 their PAR.

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 EXECUTIVE OFFICE OF THE MAYOR OVERVIEW

Mission: The mission of the Executive Office of the Mayor (EOM) is to serve the public by supporting the Mayor in governing, including constituent engagement and media relations.

Summary of Services: EOM provides District agencies with vision and policy direction and provides agencies with the leadership, support, and oversight to implement specific policy goals and objectives, including building pathways to the middle class, through an improved education system, safe and clean neighborhoods, better job opportunities, and long-term investments in the city's infrastructure.

Objectives:

1. Community's Engagement
2. Engage for Civic Participation
3. Policy and Legislation
4. Dissemination of information and Public communication
5. Efficient, Transparent, and Responsive Government

Administrative Structures:

1. Mayor's Office of General Counsel
2. Mayor's Office of Talent and Appointments
3. Mayor's Office of Religious Affairs
4. Mayor's Office of Policy and Legislative Affairs
5. Mayor's Office of Nightlife and Culture
6. Mayor's Office of Federal and Regional Affairs
7. Mayor's Office of Communications
8. Mayor's Correspondence Unit
9. Mayor's Office of Scheduling and Advance
10. Mayor's Office of Community Affairs
11. Mayor's Office on African Affairs
12. Mayor's Office on African- American Affairs
13. Mayor's Office on Caribbean Community Affairs
14. Mayor's Office on Women's Policy and Initiatives
15. Mayor's Office of Volunteerism and Partnerships (Serve DC)
16. Mayor's Office of Community Relations and Services
17. Mayor's Office of the Clean City

3 OBJECTIVES

3.1 COMMUNITY'S ENGAGEMENT

Facilitate a high level of outreach and engagement with residents and businesses across all 8 wards.

No Related Measures

3.2 ENGAGE FOR CIVIC PARTICIPATION

Strengthen and promote the spirit of service.

No Related Measures

3.3 POLICY AND LEGISLATION

Provide vision, policy direction, leadership, support, and oversight and engage with Local, Regional, Federal and International governments.

No Related Measures

3.4 DISSEMINATION OF INFORMATION AND PUBLIC COMMUNICATION

Prompt and thorough response to constituent calls, written correspondence, information, public records, and requests for service.

No Related Measures

3.5 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
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 (AE2O4) training facilitated by ORE within the past two years							
Outcome	Up is Better	Annual	Annual	Annual	Annual	0%	Target not required
Percent of employees that are District residents							
Outcome	Up is Better	Annual	Annual	Annual	Annual	91.67%	Target not required
Percent of new hires that are District residents (Peoplesoft)							
Outcome	Up is Better	Annual	Annual	Annual	Annual	90.91%	Target not required
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)							
Outcome	Up is Better	Annual	Annual	Annual	Annual	No data available	Target not required
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time							
Outcome	Up is Better	Annual	Annual	Annual	Annual	66.67%	Target not required

4 ADMINISTRATIVE STRUCTURES

4.1 MAYOR'S OFFICE OF GENERAL COUNSEL

Advises the Mayor and other offices of the EOM on legal matters.

Activities under Mayor's Office of General Counsel:

Financial Disclosure (OGC)

Collect and review Financial disclosure statements from District Government public officials, ensuring transparency and accountability.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of internal deadlines met for BEGA's financial disclosure process							
Efficiency	Up is Better	Annual	Annual	Annual	Annual	100%	New in 2025

FOIA Requests (OGC)

Respond to Freedom of Information Act (FOIA) requests as they are submitted to EOM.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of FOIA requests received in the year							
Quantity	Neutral	Annual	Annual	Annual	Annual	105	New in 2025
Average number of days unfulfilled requests have been pending as of September 30th							
Efficiency	Down is Better	Annual	Annual	Annual	Annual	No data available	New in 2025
Number of FOIA requests fulfilled within 15 days							
Efficiency	Up is Better	Annual	Annual	Annual	Annual	73	New in 2025
Number of FOIA requests fulfilled within 25 days							
Efficiency	Up is Better	Annual	Annual	Annual	Annual	90	New in 2025

4.2 MAYOR'S OFFICE OF POLICY AND LEGISLATIVE AFFAIRS

Coordinates the policy decision-making process by offering policy analysis and advice to inform the implementation of the Mayor's legislative and policy agenda. Responsibilities include Council relations, policy development, and legislative support.

Activities under Mayor's Office of Policy and Legislative Affairs:

Analysis and Advice (MOPLA)

Conducts Analyses and provide advice to inform the implementation of the Mayor's legislative and policy agenda.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of contracts, bills and nominees submitted to Council							
Quantity	Neutral	Annual	Annual	Annual	Annual	749	New in 2025

4.3 MAYOR'S OFFICE OF FEDERAL AND REGIONAL AFFAIRS

Coordinates with federal and regional partners by offering policy analysis and advice in federal and regional affairs to pursue the Mayor's goals on federal and regional issues. Responsibilities include federal relations, regional relations, and legislative support.

Activities under Mayor's Office of Federal and Regional Affairs:

Engagement (MOFRA)

Engage with federal and regional governments in order to advances the executive's priorities for the people of the District of Columbia.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of engagements with local, regional, and federal government							
Quantity	Neutral	Annual	Annual	Annual	Annual	512	New in 2025

4.4 MAYOR'S OFFICE OF COMMUNICATIONS

Responsible for creating and coordinating direct dialogue between Mayor Bowser and the public by providing strategic communication direction, media relations, public information dissemination, agency communications review and coordination, government-wide communication standards, and guidance to and training opportunities for Bowser Administration public information officers in each agency. Works to ensure that the media, residents of and visitors to the District, and District employees have access to accurate, timely information from the Mayor.

Activities under Mayor's Office of Communications:

Effective Communication (MOC)

Responds to written correspondence sent to the Mayor in a timely, thoughtful, and helpful manner.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of mayoral announcements							
Quantity	Up is Better	4	3	47	45	99	New in 2025
Number of placed external media stories							
Quantity	Up is Better	Annual	Annual	Annual	Annual	218	New in 2025
Number of social media posts							
Quantity	Up is Better	72	110	226	187	595	New in 2025

4.5 MAYOR'S CORRESPONDENCE UNIT

Receives written correspondence sent to the Mayor and ensures responses from relevant department. MCU manages the ANC Portal which Advisory Neighborhood Commissions use to upload official actions taken. Lastly, writes ceremonial letters celebrating residents' happy occasions as well as offering condolences when they lose a loved one.

Activities under Mayor's Correspondence Unit:

Correspondence Services (MCU)

Manages correspondence to and from the Mayor.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of ceremonial letters from the Mayor							
Quantity	Neutral	94	96	195	201	586	New in 2025
Number of open correspondence requests past 90 days							
Quantity	Down is Better	No data available	No data available	45	48	93	New in 2025
Number of written correspondence responded to							
Quantity	Neutral	2,802	716	589	923	5,030	New in 2025
Number of written correspondence sent to the Mayor							
Quantity	Neutral	2,922	973	756	998	5,649	New in 2025
Percent of correspondence requests acknowledged within 30 days							
Efficiency	Up is Better	No data available	No data available	No data available	No data available	No data available	New in 2025

4.6 MAYOR'S OFFICE OF SCHEDULING AND ADVANCE

Responsible for improving public awareness and involvement in the work of the Bowser Administration

Activities under Mayor's Office of Scheduling and Advance:

Scheduling Services (MOSA)

Processes scheduling requests and correspondence for the Mayor and provides oversight of the Mayor's public engagements.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of events across all 8 wards							
Quantity	Neutral	80	77	92	97	346	New in 2025

4.7 MAYOR'S OFFICE OF COMMUNITY AFFAIRS

Provides essential connections between District of Columbia residents and the Executive Office of the Mayor.

Activities under Mayor's Office of Community Affairs:

Strengthening Communities

Creates relationships between community and government. Develop communication and relationship across all 8 wards.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of community partners established via grant programs							
Quantity	Up is Better	Annual	Annual	Annual	Annual	179	New in 2025

4.8 MAYOR'S OFFICE ON AFRICAN AFFAIRS

Provides constituent services and information to the African communities through programmatic activities and outreach material; serves as a liaison between the Mayor, African communities, and District government agencies; and briefs the Mayor and District government agencies about needs and interests of the African residents of the District of Columbia

Activities under Mayor's Office on African Affairs:

Resource Access (MOAA)

Organizes and participates in a variety of awareness campaigns to ensure the District's African community has access to local services and resources.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of events organized or cosponsor by MOAA							
Quantity	Up is Better	2	6	1	6	15	New in 2025

Community Grants (African Affairs)

Award funding to African community-based organizations whose programs provide culturally and/or linguistically targeted services and resources to the District's African residents and businesses.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of people touched by MOAA's Grant Programs							
Quantity	Up is Better	3,673	1,628	1,226	9,024	15,551	New in 2025
Number of African community-based organizations awarded							
Quantity	Up is Better	Annual	Annual	Annual	Annual	14	New in 2025

4.9 MAYOR'S OFFICE ON AFRICAN- AMERICAN AFFAIRS

Provides constituent services and information to the African-American communities in the District of Columbia through programmatic activities and outreach material; serves as a liaison between the Mayor, African-American communities, and District government agencies; and briefs the Mayor and District government agencies about needs and interests of the African-American residents of the District of Columbia

Activities under Mayor's Office on African- American Affairs:

Resource Access (MOAAA)

Organizes and participates in a variety of awareness campaigns to ensure the District's African-American community has access to local services and resources.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of events organized or cosponsored by MOAAA							
Quantity	Up is Better	0	5	4	0	9	New in 2025

Community Grants (African- American Affairs)

Convene community organizations and expand the capacity of community organizations focused on the African American community through MOAAA's Community Grant.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of African-American community-based organizations awarded							
Quantity	Up is Better	Annual	Annual	Annual	Annual	19	New in 2025

(continued)

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of people touched by MOAAA's Grants program							
Quantity	Up is Better	1,062	1,748	1,059	5,681	9,550	New in 2025

4.10 MAYOR'S OFFICE ON CARIBBEAN COMMUNITY AFFAIRS

Provides constituent services and information to the District's Caribbean community through programmatic activities and outreach materials; serves as a liaison between the Mayor, the Caribbean community, and District government agencies; and briefs the Mayor and District government agencies about the needs and concerns of the Caribbean population of the District of Columbia

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Caribbean Community Affairs community-based organizations awarded							
Quantity	Up is Better	Annual	Annual	Annual	Annual	No incidents	New in 2025
Number of people touched MOCCA's grants program							
Quantity	Up is Better	No incidents	No incidents	No incidents	No incidents	No incidents	New in 2025

Activities under Mayor's Office on Caribbean Community Affairs:

Resource Access (MOCCA)

Organizes and participates in a variety of awareness campaigns to ensure the District's Caribbean community has access to local services and resources.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of events organized or cosponsored by the MOCCA							
Quantity	Up is Better	1	2	14	6	23	New in 2025

4.11 MAYOR'S OFFICE ON WOMEN'S POLICY AND INITIATIVES

Provides constituent services and information to women through programmatic activities and outreach materials; serves as a liaison between the Mayor, women, and District government agencies; and briefs the Mayor and District government agencies about the needs and interests of the women of the District of Columbia

Activities under Mayor's Office on Women's Policy and Initiatives:

Resource Access (MOWPI)

Organizes and participates in a variety of awareness campaigns to ensure the District's female community has access to local services and resources.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of events organized or cosponsored by the MOWPI							
Quantity	Up is Better	31	15	16	39	101	New in 2025

4.12 MAYOR'S OFFICE OF VOLUNTEERISM AND PARTNERSHIPS (SERVE DC)

The Office serves as the District of Columbia's Commission on National and Community Service. The mission of the office is to strengthen and promote the spirit of service through partnerships, national service, and volunteerism by coordinating regular and episodic volunteer opportunities as well as serving as the nexus for all volunteer partnerships and related councils, coalitions, and commissions.

Activities under Mayor's Office of Volunteerism and Partnerships (Serve DC):

District Donations Management (ServeDC)

Provide technical assistance and donations management training to District agencies.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of technical assistance and donations management training provided							
Quantity	Neutral	1	0	5	61	67	New in 2025

Volunteerism

Ensuring residents play a major role in making their communities safer, stronger and better prepared to address threats of terrorism, crime, and disasters.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of services volunteers participated in							
Quantity	Neutral	4	10	58	47	119	New in 2025
Number of volunteers							
Quantity	Neutral	101	228	103	79	511	New in 2025

4.13 MAYOR'S OFFICE OF COMMUNITY RELATIONS AND SERVICES

Serves as the Mayor's primary constituent services organization by providing rapid and complete responses to constituent requests, complaints, and questions.

Activities under Mayor's Office of Community Relations and Services:

Community Walks (MOCRS)

MOCRS engages in walkthroughs of Wards in order to create a direct link between District residents, their Mayor and the Government of the District of Columbia.

No Related Measures

Constituent Services (MOCRS)

Provides rapid and complete responses to constituent requests, complaints, and questions.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of 311 requests submitted by MOCRS							
Quantity	Down is Better	749	754	949	268	2,720	New in 2025
Number of constituent requests, complaints, and questions received							

(continued)

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Quantity	Neutral	508	576	322	138	1,544	New in 2025
Number of constituents engaged in office							
Quantity	Neutral	72	57	164	67	360	New in 2025

Community Engagement (MOCRS)

Engage with residents of the District in order to advance the priorities for the community.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of community meetings attended by MOCRS							
Quantity	Up is Better	109	122	94	72	397	New in 2025

4.14 MAYOR'S OFFICE OF THE CLEAN CITY

The Mayor's Office of the Clean City (MOCC) bridges the work of agencies and community partners to achieve a clean, safe, and healthy District of Columbia. It serves as the central point of contact and champion within the Mayor's Administration for preventing and reducing litter and trash pollution.

Activities under Mayor's Office of the Clean City:

Cleaning Events

Initiative to cleanup the District of Columbia and maintain its cleanliness.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Roll Off - Clean up Events organized							
Quantity	Up is Better	0	5	4	5	14	New in 2025
Number of clean ups partnered with residents							
Quantity	Up is Better	2	59	66	48	175	New in 2025
Number of pet waste bags distributed							
Quantity	Neutral	420	5,880	5,890	0	12,190	New in 2025

4.15 MAYOR'S OFFICE OF TALENT AND APPOINTMENTS

Makes recommendations for outstanding community leaders to serve as appointed leadership staff or members to District boards and commissions.

Activities under Mayor's Office of Talent and Appointments:

Recruitment and Retention

Recruit and retain a high level of talent and expertise to fill open executive and excepted service positions as well as vacancies on District boards and commissions.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Board and Commission Public member appointments							
Quantity	Neutral	117	128	74	148	467	New in 2025
Number of board and commission applications							
Quantity	Down is Better	158	175	119	224	676	New in 2025
Number of job applications							
Quantity	Neutral	1,018	1,163	464	590	3,235	New in 2025
Percent of board and commission seats that are vacant							
Quantity	Down is Better	Annual	Annual	Annual	Annual	24%	New in 2025
Percent of excepted service positions filled							
Quantity	Up is Better	92%	96%	97%	95%	95%	New in 2025

4.16 MAYOR'S OFFICE OF RELIGIOUS AFFAIRS

Provides constituent services and information to the religious communities through programmatic activities and outreach materials; serves as a liaison between the Mayor, the religious communities, and District government agencies; and briefs the Mayor and District government agencies about the needs and interests of the religious communities of the District of Columbia

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of events organized or cosponsor by the Mayor's Office of Religious Affairs							
Quantity	Up is Better	2	1	1	0	4	New in 2025

Activities under Mayor's Office of Religious Affairs:

Resource Access (Religious Affairs)

Organizes and participates in a variety of awareness campaigns to ensure the District's religious community has access to local services and resources.

No Related Measures

4.17 MAYOR'S OFFICE OF NIGHTLIFE AND CULTURE

Promotes efficiencies for the District's after-hours economy by serving as a central point of contact between the District government, the nightlife industry, and District residents

Activities under Mayor's Office of Nightlife and Culture:

Policy and Regulation Trainings

Educate nightlife establishments on existing district policies and regulations through quarterly trainings.

No Related Measures