DEPARTMENT OF AGING AND COMMUNITY LIVING

FY 2026 PERFORMANCE PLAN

NOVEMBER 26, 2025

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2026 Performance Plan for the Department of Aging and Community Living.

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 DEPARTMENT OF AGING AND COMMUNITY LIVING OVERVIEW

Mission: The mission of the Department of Aging and Community Living is to advocate, plan, implement, and monitor programs in health, education, and social services for the elderly; to promote longevity, independence, dignity, and choice for aged District residents, District residents with disabilities regardless of age, and caregivers; to ensure the rights of older adults and their families, and prevent their abuse, neglect, and exploitation; to uphold the core values of service excellence, respect, compassion, integrity, and accountability; and to lead efforts to strengthen service delivery and capacity by engaging community stakeholders and partners to leverage resources.

Summary of Services: DACL provides information, assistance, and outreach to District seniors, adults living with disabilities, and their caregivers in order to increase awareness and access to services and supports that will enable them to maintain their independence and quality of life in the community. The agency also offers adult day care, advocacy and legal services, caregiver respite and support, case management, education, fitness, health and wellness promotion, in-home support, long-term care counseling and support, nutrition counseling, recreation, and essential medical transportation that allow older District residents to age in place. Additionally, the agency management gives administrative support and the required tools to achieve operations and programmatic results, which is standard for all agencies using performance-based budgeting.

Objectives:

1. Customer Information, Assistance and Outreach
2. Home and Community-Based Supports
3. Efficient, Transparent, and Responsive Government

3 OBJECTIVES

3.1 CUSTOMER INFORMATION, ASSISTANCE AND OUTREACH

Provide information, assistance and outreach to District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promotes awareness and access to services and supports offered in the District.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of callers looking for information and assistance that heard about DACL services through the agency's outreach efforts	Up is Better	29%	25%	20%	**25%**
Outcome	Percent of residents working with D.C. Long-Term Care Ombudsman Program that self-report a satisfactory resolution to a complaint, concern, or problem	Up is Better	87%	85%	89%	**85%**

3.2 HOME AND COMMUNITY-BASED SUPPORTS

Provide direct services and supports in the community, including nutrition services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promote living well in the District.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of referrals in non-emergency cases where initial client contact and investigation takes place within ten working days by Adult Protective Services	Up is Better	86%	85%	98%	**85%**
Outcome	Percent of residents attending Senior Wellness Centers that self-report an increase in awareness and practices of health habits	Up is Better	90%	80%	91%	**80%**
Efficiency	Percent of Emergencies Responded to Within 24 Hours by Adult Protective Services	Up is Better	100%	100%	100%	**100%**

3.3 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	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	93.33%	Target not required	82.35%	**Target not required**
Outcome	Percent of employees that are District residents	Up is Better	42.48%	Target not required	45.13%	**Target not required**
Outcome	Percent of new hires that are District residents (Peoplesoft)	Up is Better	72.73%	Target not required	57.14%	**Target not required**
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	21.43%	Target not required	33.33%	**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	100%	**Target not required**

4 ACTIVITIES

4.1 ADVOCACY/ELDER RIGHTS

Provide legal and advocacy support and protective services for District residents age 60 or older in need of assistance with long-term care planning, quality of care disputes, estate and financial planning, and civil disputes.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of hours of advocacy and legal support provided to residents	Up is Better	14,447	Target not required	13,032	**Target not required**
Quantity	Number of hours of Long-Term Care Ombudsman services provided to residents	Neutral	1,501	Target not required	1,395	**Target not required**

4.2 COMMUNITY OUTREACH AND SPECIAL EVENTS

Provide engaging socialization opportunities and community service and support awareness campaigns for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that combat social isolation, improve access to services, address the needs of LGBT seniors, and project a positive image of aging and people with disabilities.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Number of State Health Insurance Program-specific events	Up is Better	8	Target not required	54	**Target not required**
Quantity	Number of community outreach events held by the External Affairs and Communications Team	Up is Better	259	Target not required	488	**Target not required**

4.3 TRANSPORTATION

Provide transportation services to essential non-emergency medical appointments and social/recreational group trips.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Number of residents participating in Connector Card Program	Up is Better	2,661	Target not required	1,916	**Target not required**
Outcome	Number of residents provided transportation to medical appointments	Up is Better	1,281	Target not required	1,403	**Target not required**

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Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Number of residents provided transportation to social and recreational activities	Up is Better	2,270	Target not required	2,488	**Target not required**

4.4 IN-HOME SERVICES

Provide in-home adaptations, homemaker services and caregiver support for District residents age 60 or older to help manage activities of daily living, keep the home safe and prevent caregiver burnout.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Number of residents receiving homemaker services	Up is Better	193	Target not required	197	**Target not required**
Quantity	Number of residents receiving home adaptations	Up is Better	796	Target not required	658	**Target not required**

4.5 ADULT PROTECTIVE SERVICES

Adult Protective Services (APS) receives and investigates reports of alleged cases of abuse, neglect, and exploitation and self-neglect of vulnerable adults 18 years of age or older. APS conducts assessments and provides linkages to supports and provides services to mitigate against abuse, neglect, self-neglect, and exploitation.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Number of cases investigated in Adult Protective Services	Neutral	1,193	Target not required	1,079	**Target not required**
Outcome	Number of court Appointed Guardians/Conservators	Neutral	31	Target not required	39	**Target not required**
Outcome	Number of referrals received in Adult Protective Services	Neutral	2,266	Target not required	2,418	**Target not required**

4.6 ASSISTANCE AND REFERRAL, AND COMMUNITY TRANSITION SERVICES

Provide information on, connection to, and assistance with accessing home and community-based services, long-term care options, and public benefits for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers. Provide Community Transition Service.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Average days to transition from Nursing Facilities (for clients who have housing to return to)	Down is Better	236	Target not required	252.25	**Target not required**
Outcome	Average days to transition from Nursing Facilities (for clients without housing to return to)	Down is Better	439	Target not required	328	**Target not required**
Outcome	Number of calls received for information, referral, and assistance through the Aging and Disability Resource Center	Neutral	35,551	Target not required	34,157	**Target not required**
Outcome	Number of clients assisted under the State Health Insurance Program	Up is Better	5,546	Target not required	6,518	**Target not required**
Outcome	Number of community transition team cases closed	Up is Better	145	Target not required	116	**Target not required**
Outcome	Number of family/resident council meetings attended at nursing facilities (to include virtual events during the PHE)	Up is Better	411	Target not required	350	**Target not required**
Outcome	Number of referrals from Nursing Facilities	Up is Better	264	Target not required	287	**Target not required**
Quantity	Number of residents served by DACL's Medicaid Enrollment Staff	Up is Better	1,680	Target not required	1,768	**Target not required**

4.7 SENIOR WELLNESS CENTER/FITNESS & KINGDOM CARE VILLAGE

Provide socialization, physical fitness, and wellness programs for District residents age 60 or older that promote healthy behaviors.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of residents participating in Kingdom Care Village	Up is Better	70	Target not required	83	**Target not required**
Quantity	Number of residents participating in Senior Wellness Center programs (not unduplicated)	Up is Better	1,975	Target not required	1,997	**Target not required**

4.8 CUSTOMER INFORMATION, ASSISTANCE AND OUTREACH

Provide information, assistance and outreach to District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promotes awareness and access to services and supports offered in the District.

No Related Measures

4.9 NUTRITION PROGRAM

Provide prepared meals, fresh foods, and nutrition assistance to District residents age 60 or older that maintains or improves health and the ability to remain independent in the community.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Number of residents attending community dining sites	Up is Better	4,443	Target not required	4,427	**Target not required**
Quantity	Number of residents participating in Eat Well, Live Better program	Up is Better	840	Target not required	770	**Target not required**
Quantity	Number of residents receiving home-delivered meals	Up is Better	2,961	Target not required	1,817	**Target not required**

4.10 CASE MANAGEMENT AND NURSING HOME TRANSITION SERVICES

Provide core services and supports, such as case management and counseling services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Number of residents receiving case management	Up is Better	1,480	Target not required	1,674	**Target not required**
Outcome	Number of residents transitioned from an institutional setting to the community	Up is Better	103	Target not required	122	**Target not required**
Quantity	Number of residents receiving options counseling	Up is Better	1,752	Target not required	959	**Target not required**

5 PROJECTS

5.1 EXPANSION OF SENIOR VILLAGES IN WARD 7

Proposed Completion Date: September 30, 2026

DACL will partner with DC Villages Collaborative to expand senior villages services in Ward 7 by creating two incubators.

5.2 SENIOR SERVICE NETWORK

Proposed Completion Date: September 30, 2026

Administer grants to several grantees who are a part of our Senior Service Network to provide ongoing programming and support to DC seniors.

5.3 HOME DELIVERED MEALS FOR SENIORS

Proposed Completion Date: September 30, 2026

The FY2026 budget includes a mayoral enhancement of $425,000 to expand the Home Delivered Meals Program. This investment will increase DACL's capacity to serve more older adults who are homebound and have limited mobility, ensuring greater access to nutritious meals and reducing food insecurity among vulnerable seniors across the District.

5.4 SAFE AT HOME PROGRAM

Proposed Completion Date: September 30, 2026

The FY2026 budget includes a mayoral investment of $300,000 to support the Safe at Home program, Mayor Bowser's signature program for seniors. This investment will expand access to in-home adaptations such as grab bars, chair lifts, and other modifications that reduce fall risks, allowing more older residents to live safely and independently in their homes.

5.5 PILOT CONNECTORCARD PROGRAM FOR RETURNING CITIZENS

Proposed Completion Date: September 30, 2026

The DC Council provided $150,000 in one-time funding to expand the Connector Card program, with a preference for returning citizens. This investment will help older residents, particularly those reentering the community, maintain independence and access essential services by reducing transportation barriers.

5.6 EXPANSION OF THE CONNECTOR CARD PROGRAM

Proposed Completion Date: September 30, 2026

The DC Council provided $350,000 in one-time funding to expand the Connector Card program. This funding will help older residents maintain their independence by reducing transportation barriers and improving access to essential services and community resources.

5.7 EXPAND COMMUNITY DINING SITE PROGRAM IN WARD 7

Proposed Completion Date: September 30, 2029

The DC Council provided $150,000 in recurring funding to support the opening of two new community dining sites in Ward 7, one in SE and one in NE. This investment will expand access to nutritious meals and create welcoming spaces for older residents to gather, socialize, and build community connections.