



OFFICE OF THE DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES FY 2027 PERFORMANCE PLAN

APRIL 14, 2026

CONTENTS

Contents	2
1 Introduction	3
2 Office of the Deputy Mayor for Health and Human Services Overview	5
3 Proposed Objectives	6
3.1 Direction, guidance, and oversight of DMHHS cluster agencies	6
3.2 Management of DMHHS led inter-agency programs	6
3.3 Efficient, Transparent, and Responsive Government	6
4 Proposed Activities	8
4.1 Youth Engagement	8
4.2 HHS Capital Project Support	8
4.3 Housing and Homeless Services	8
4.4 Legislation and Council Relations	8
4.5 Rulemaking	8
4.6 Budget	8
4.7 Inter-agency and special initiatives	8
4.8 Performance Planning	8
4.9 Agency Support	9
4.10 Policy Recommendations	9
4.11 Communications	9
4.12 Interagency Council on Homelessness (ICH)	9
4.13 Age-Friendly DC	9
4.14 Encampments	10
4.15 Emergency Response	10
4.16 Constituent Relations	10

1 INTRODUCTION

This document is the Fiscal Year 2027 Performance Plan for the Office of the Deputy Mayor for Health and Human Services.

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”

(continued)

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 OFFICE OF THE DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES OVERVIEW

Mission: The Office of the Deputy Mayor for Health and Human Services (DMHHS) supports the Mayor in coordinating a comprehensive system of benefits, goods and services across multiple agencies to ensure that children, youth and adults, with and without disabilities, can lead healthy, meaningful and productive lives.

Summary of Services: The Office manages the Human Support Services program through the provision of leadership for policy and planning; government relations; and communication and community relations for the agencies under its jurisdiction. These include: 1. Child and Family Services Agency (CFSA) 2. Department of Behavioral Health (DBH) 3. Department on Disability Services (DDS) 4. Department of Health (DOH) 5. Department of Health Care Finance (DHCF) 6. Department of Human Services (DHS) 7. Department of Aging and Community Living (DACL). Additionally, DMHHS oversees another independent entity, Health Benefit Exchange Authority (HBX). DMHHS provides agency oversight and support for all citywide health and human services-related policies, activities and initiatives under its jurisdiction including: Developing and supporting policies and programs to improve the delivery of services by government agencies and contracted providers; Coordinating interagency activities and initiatives; Identifying opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes; and Ensuring compliance with local and federal mandates

Objectives:

1. Direction, guidance, and oversight of DMHHS cluster agencies
2. Management of DMHHS led inter-agency programs
3. Efficient, Transparent, and Responsive Government

3 PROPOSED OBJECTIVES

3.1 DIRECTION, GUIDANCE, AND OVERSIGHT OF DMHHS CLUSTER AGENCIES

Provide direction, guidance, and oversight of DMHHS cluster agencies to facilitate the coordination of interagency activities, eliminate redundancies, leverage resources, create economies of scale, and improve outcomes.

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Efficiency	Percent of DMHHS Cluster agencies fiscal year key performance indicators either met or nearly met	Up is Better	77%	81%	85%	85%
Efficiency	Percent of DMHHS Cluster agencies' fiscal year strategic initiatives complete	Up is Better	62%	87%	85%	85%

3.2 MANAGEMENT OF DMHHS LED INTER-AGENCY PROGRAMS

Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals.

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Efficiency	Percent of strategies progress or accomplished on the Age-Friendly DC dashboard	Up is Better	95%	No data available	90%	90%

3.3 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	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	0%	0%	Target not required	Target not required
Outcome	Percent of employees that are District residents	Up is Better	80%	90.91%	Target not required	Target not required
Outcome	Percent of new hires that are District residents (Peoplesoft)	Up is Better	100%	0%	Target not required	Target not required

(continued)

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	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	0%	No data available	Target not required	Target not required
Outcome	Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Up is Better	No incidents	No incidents	Target not required	Target not required
Efficiency	Percent of consent decrees where progress is made on meeting exit criteria	Up is Better	100%	100%	100%	100%

4 PROPOSED ACTIVITIES

4.1 YOUTH ENGAGEMENT

Facilitate with agencies across government in coordinating initiatives focused on reducing truancy and preventing youth violence through a whole-of-government approach.

No Related Measures

4.2 HHS CAPITAL PROJECT SUPPORT

Help oversee and facilitate in support of capital projects being undertaken by cluster agencies.

No Related Measures

4.3 HOUSING AND HOMELESS SERVICES

Oversee and facilitate the inter-agency collaboration as we continue the work to transform the District's shelter system. This work covers the singles, family, and youth systems.

No Related Measures

4.4 LEGISLATION AND COUNCIL RELATIONS

Review and approval of all HHS Cluster agencies' legislative requests and coordinate with Mayor's Office of Policy and Legislative Affairs (OPLA) and DC Council on legislative-related matters.

No Related Measures

4.5 RULEMAKING

Review and approval of all HHS Cluster agencies' rulemaking requests.

No Related Measures

4.6 BUDGET

Support to HHS Cluster agencies regarding budget needs and priorities to ensure agency and Mayoral priorities.

No Related Measures

4.7 INTER-AGENCY AND SPECIAL INITIATIVES

Ongoing broad oversight of, and support to, HHS Cluster agencies across special and/or inter-agency initiatives.

No Related Measures

4.8 PERFORMANCE PLANNING

Review and approve HHS Cluster agencies' performance plans to ensure improved outcomes, accurate information, and efficiencies at the agency-level.

No Related Measures

4.9 AGENCY SUPPORT

Assist agencies with getting through roadblocks impeding their ability to carry out their mission effectively.

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of health and human service cluster meetings	Neutral	15	20	Target not required	Target not required
Quantity	Number of one-on-one meetings held with agency directors	Neutral	20	15	Target not required	Target not required

4.10 POLICY RECOMMENDATIONS

Recommend policies and programs using data evidence and best practices to meet the health and human service needs of District residents.

No Related Measures

4.11 COMMUNICATIONS

Support the Executive Office of the Mayor Communications and HHS Cluster agency Public Information Officers (PIOs) with the efficient collection and distribution of information within and outside of government.

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of media interviews conducted	Neutral	57	127	Target not required	Target not required

4.12 INTERAGENCY COUNCIL ON HOMELESSNESS (ICH)

Oversee and facilitate the implementation of Homeward DC and Solid Foundations DC, the District's Plans to make homelessness rare, brief, and non-recurring (for adults and unaccompanied youth, respectively).

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of Interagency Council on Homelessness Full Council and Subcommittee Meetings held	Neutral	37	45	Target not required	Target not required

4.13 AGE-FRIENDLY DC

Oversee and facilitate the implementation of Age-Friendly DC Strategic Plan, the District's Plan to make DC an inclusive urban environment that encourages active and healthy living.

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of Age-Friendly Task Force and Subcommittee Meetings held	Neutral	107	56	Target not required	Target not required

4.14 ENCAMPMENTS

Oversee and facilitate the inter-agency encampment protocol response.

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of coordinated bulk trash engagements in collaboration with DPW	Neutral	264	182	Target not required	Target not required
Quantity	Number of encampment engagement protocols conducted	Neutral	87	114	Target not required	Target not required

4.15 EMERGENCY RESPONSE

Oversee and facilitate the HHS Cluster interagency emergency response.

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of displacements of 10 or more people respond to by DMHHS and cluster agencies	Neutral	3	7	Target not required	Target not required

4.16 CONSTITUENT RELATIONS

Receive, track, and resolve health and human services-related constituent issues and concerns brought up to the attention of DMHHS.

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of constituent issues responded to	Neutral	210	143	Target not required	Target not required