



**EXECUTIVE OFFICE OF THE MAYOR
FY 2027 PERFORMANCE PLAN**

APRIL 14, 2026

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1 INTRODUCTION

This document is the Fiscal Year 2027 Performance Plan for the Executive Office of the Mayor.

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 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. Intergovernmental Affairs
 - a. Mayor's Office of Policy and Legislative Affairs
 - b. Mayor's Office of Federal and Regional Affairs
3. Mayor's Office of Communications
4. Engagement and Operations
 - a. Mayors Correspondence Unit
 - b. Mayor's Office of Scheduling and Advance
 - c. Mayor's Office of Cultural Affairs
 - i. Mayor's Office of Community Affairs
 - ii. Mayor's Office of African Affairs
 - iii. Mayor's Office of African- American Affairs
 - iv. Mayor's Office on Asian and Pacific Islander Affairs
 - v. Mayor's Office on Caribbean Community Affairs
 - vi. Mayor's Office on Latino Affairs
 - vii. Mayor's Office of Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) Affairs
 - d. Mayor's Office of Community Partnership
 - i. Mayor's Office on Returning Citizens
 - ii. Mayor's Office of Veterans Affairs
 - iii. Mayor's Office on Women's Policy and Initiatives
 - iv. Mayor's Office of Volunteerism and Partnerships (Serve DC)
 - e. Mayor's Office of Community Relations and Services
 - i. Mayor's Office of Nightlife and Culture
 - ii. Mayor's Office of Religious Affairs
 - f. Mayor's Office of Talent and Appointments

3 PROPOSED OBJECTIVES

3.1 COMMUNITY'S ENGAGEMENT

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

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of Community Events Across all EOM	Neutral	New in 2026	New in 2026	Target not required	Target not required

3.2 ENGAGE FOR CIVIC PARTICIPATION

Strengthen and promote the spirit of service.

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of volunteers recruited across all EOM	Neutral	New in 2026	New in 2026	Target not required	Target not required

3.3 POLICY AND LEGISLATION

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

Measure Type	Measure	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of engagements with local, regional, and federal government across EOM	Neutral	New in 2026	New in 2026	Target not required	Target not required

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	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	90.76%	91.67%	Target not required	Target not required
Outcome	Percent of new hires that are District residents (Peoplesoft)	Up is Better	93.94%	90.91%	Target not required	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	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	50%	66.67%	Target not required	Target not required

4 PROPOSED 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:

1. Financial Disclosure (OGC): Collect and review Financial disclosure statements from District Government public officials, ensuring transparency and accountability.

No Related Measures

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

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Efficiency	Number of FOIA requests fulfilled within 15 days	Up is Better	New in 2025	73	Target not required	Target not required
Efficiency	Number of FOIA requests fulfilled within 25 days	Up is Better	New in 2025	90	Target not required	Target not required
Quantity	Number of FOIA requests received in the year	Neutral	New in 2025	105	Target not required	Target not required

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:

1. Analysis and Advice (MOPLA): Conducts Analyses and provide advice to inform the implementation of the Mayor's legislative and policy agenda.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of contracts, bills and nominees submitted to Council	Neutral	New in 2025	749	Target not required	Target not required

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:

1. 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	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of engagements with local, regional, and federal government	Neutral	New in 2025	512	Target not required	Target not required

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:

1. Effective Communication (MOC): Responds to written correspondence sent to the Mayor in a timely, thoughtful, and helpful manner.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of mayoral announcements	Up is Better	New in 2025	99	Target not required	Target not required
Quantity	Number of social media posts	Up is Better	New in 2025	595	Target not required	Target not required
Quantity	Number of placed external media stories	Up is Better	New in 2025	218	Target not required	Target not required

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:

1. Correspondence Services (MCU): Manages correspondence to and from the Mayor.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of written correspondence sent to the Mayor	Neutral	New in 2025	5,649	Target not required	Target not required
Quantity	Number of written correspondence responded to	Neutral	New in 2025	5,030	Target not required	Target not required
Efficiency	Percent of correspondence requests acknowledged within 30 days	Up is Better	New in 2025	No data available	75%	75%
Quantity	Number of open correspondence requests past 90 days	Down is Better	New in 2025	93	Target not required	Target not required
Quantity	Number of ceremonial letters from the Mayor	Neutral	New in 2025	586	Target not required	Target not required
Quantity	Number of constituent calls, written correspondence, information, public records	Neutral	New in 2026	New in 2026	Target not required	Target not required

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:

1. Scheduling Services (MOSA): Processes scheduling requests and correspondence for the Mayor and provides oversight of the Mayor's public engagements.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of events across all 8 wards	Neutral	New in 2025	346	Target not required	Target not required

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:

1. Strengthening Communities: Creates relationships between community and government. Develop communication and relationship across all 8 wards.

No Related Measures

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:

1. 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	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of attendees at MOAA events	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of outreach events attended by MOAA	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of MOAA constituents engaged (in office or in the community)	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of events organized or cosponsored by MOAA	Up is Better	New in 2026	New in 2026	Target not required	Target not required

2. Translation Services (MOAA): Providing technical assistance to DC agencies in the areas of quality control of translated materials, cultural competency training, and outreach recommendations and support, as well as handling outreach and language translation for a few partnering agencies.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of translations completed by MOAA	Neutral	New in 2025	450	Target not required	Target not required

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:

1. 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	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of events organized or cosponsored by MOAAA	Up is Better	New in 2025	9	Target not required	Target not required
Quantity	Number of attendees at MOAAA events	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of outreach events attended by MOAAA	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of MOAAA constituents engaged (in office or in the community)	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4.10 MAYOR'S OFFICE ON ASIAN AND PACIFIC ISLANDER AFFAIRS

MOAPIA provides a diverse range of services that are critical to ensuring the District delivers equal access to its programs and services for District AAPI residents and merchants. MOAPIA serves as the primary access point for AAPI residents and merchants with language and cultural barriers and also serves as the primary liaison to engage AAPI residents to participate in the community as a whole, both economically and socially.

Activities under Mayor's Office on Asian and Pacific Islander Affairs:

1. Translation Services (MOAPIA): Providing technical assistance to DC agencies in the areas of quality control of translated materials, cultural competency training, and outreach recommendations and support, as well as handling outreach and language translation for a few partnering agencies.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of documents translated by MOAPIA for partner agencies	Neutral	101	382	Target not required	Target not required

2. Constituent Services (MOAPIA): This operation includes case intake and inter-agency coordination to solve constituent issues. The issues are usually in regard to housing, health, employment, human services, business or safety concerns.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of MOAPIA constituents engaged (in office or in the community)	Up is Better	New in 2026	New in 2026	Target not required	Target not required

3. Event Planning (MOAPIA): This operation includes all aspects of planning for events (meetings, workshops, special programs) that support the agency's mission and advance the District's priorities.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of attendees at MOAPIA events	Up is Better	8,611	45,984	Target not required	Target not required
Quantity	Number of events organized or cosponsored by MOAPIA	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4. Outreach (MOAPIA): This operation includes MOAPIA's regular door-to-door visits to Asian American and Pacific Islander businesses and residents, relationship building with community based organizations, and attending various community meetings to promote government programs and services to more constituents.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of outreach events attended by MOAPIA	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4.11 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

Activities under Mayor's Office on Caribbean Community Affairs:

1. 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	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of events organized or cosponsored by the MOCCA	Up is Better	New in 2025	23	Target not required	Target not required
Quantity	Number of MOCCA constituents engaged (in office or in the community)	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of outreach events attended by MOCCA	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of attendees at MOCCA events	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4.12 MAYOR'S OFFICE ON LATINO AFFAIRS

MOLA awards community-based grants, forms strategic partnerships, conducts community relations, and provides outreach support and advocacy for DC Latinos so they can have access to a full range of human services, health, education, housing, economic development, and employment opportunities.

Activities under Mayor's Office on Latino Affairs:

1. Translation and Interpretation Services (MOLA): Translation and Interpretation into Spanish-English, press releases, flyers, brochures, social media posts, speeches and other operational and strategic documents.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of documents translated by MOLA for partner agencies	Neutral	New in 2026	New in 2026	Target not required	Target not required

2. Constituent Services (MOLA): Refer MOLA's constituents to DC Government Agencies and/or Community Based Organizations for the provision of culturally and linguistically appropriate service.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of MOLA constituents engaged (in office or in the community)	Up is Better	New in 2026	New in 2026	Target not required	Target not required

3. Community Events (MOLA): Organize outreach events to provide relevant information about vital services and rights for the Latino community.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of attendees at MOLA events	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4. Community Outreach (MOLA): MOLA will coordinate employment fairs to promote bilingual hiring

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of events organized or cosponsored by MOLA	Neutral	273	267	Target not required	Target not required
Quantity	Number of outreach events attended by MOLA	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4.13 MAYOR’S OFFICE OF LESBIAN, GAY, BISEXUAL, TRANSGENDER, AND QUESTIONING (LGBTQ) AFFAIRS

The Office of Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) Affairs serves as a liaison between the Mayor, LGBTQ communities, and District government agencies; executes programmatic activities and provides outreach materials; and briefs the Mayor and District government agencies about the needs and interests of the LGBTQ residents of the District of Columbia.

Activities under Mayor’s Office of Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) Affairs:

1. Advocacy (MOLGBTQA): This operation includes identifying and showcasing LGBTQIA+ dedicated and inclusive policies, programs, and community members. This includes engagement/status check-in with Housing Choice Voucher recipient

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of housing vouchers being used	Neutral	New in 2026	New in 2026	Target not required	Target not required

2. Outreach (MOLGBTQA): This operation includes MOLGBTQA’s regular in-person visits, phone calls, emails, and social media outreach to LGBTQIA+ businesses, non-profits and residents; relationship building with community-based organizations, and attending various community meetings to promote government programs and services to more residents.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of attendees at MOLGBTQA events	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of outreach events attended by MOLGBTQA	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of MOLGBTQA constituents engaged (in office or in the community)	Up is Better	New in 2026	New in 2026	Target not required	Target not required

3. Event Planning (MOLGBTQA): This operation includes all aspects of planning for events (meetings, workshops, special programs) that support the agency’s mission and advance the District’s priorities.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of events organized or cosponsored by MOLGBTQA	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4. Agency Technical Assistance (MOLGBTQA): This operation includes providing technical assistance to DC agencies in the areas of cultural competency training, outreach recommendations and support.

No Related Measures

5. Trainings: The MOLGBTQA hosts LGBTQIA+ Cultural Competency Training courses, which includes supports and guidance that empower the participant to support members of the LGBTQIA+ Community.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of Cultural Humility Training Certificates Authorized	Up is Better	New in 2025	1,874	Target not required	Target not required

4.14 MAYOR’S OFFICE OF COMMUNITY PARTNERSHIPS

Provides and establishes relationships with residents, stakeholders, and community organizations to engage in activities that support the Mayor’s initiatives at the community level.

4.15 MAYOR’S OFFICE ON RETURNING CITIZEN AFFAIRS

Provides available resources to better acclimate and smooth the transition of returning District residents to the community. The office will provide access to job readiness programs, connect residents to employment opportunities, offer comprehensive case management services, and connect incarcerated residents to their families. This will be accomplished through collaborating with various District agencies and programs to serve this segment of the population.

Activities under Mayor’s Office on Returning Citizen Affairs:

1. Case Management/Coordination (MORCA): Ensure MORCA constituents are connected to governmental and community-based programs and services, identified in the constituents individualize case plan, which lead to employment, educational and family stabilizing opportunities and a successful transition for constituents.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Outcome	Number of returning citizens that receive case plans	Neutral	1,656	1,955	Target not required	Target not required

2. Access to Jobs (MORCA): Access to Jobs Pilot program will provide incentives for employers to hire returning citizens in subsidized employment opportunities for up to 2 years with the goal of the employers including participants as full-time employees in the 3rd year.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of Workforce assessments completed	Up is Better	1,118	845	Target not required	Target not required

3. Paralegal Program (MORCA): MORCA, in partnership with Georgetown University will seek to implement the Returning Citizens Paralegal Program. MORCA will collaborate with Georgetown University’s School of Continuing Studies to provide a paralegal studies training program to fifteen (15) participants.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of constituents that complete the paralegal course	Up is Better	13	8	Target not required	Target not required

4. Outreach/Resource building (MORCA): Conduct, coordinate and attend events that further the mission and vision of the Mayor for Returning Citizens while keeping all stakeholders abreast of all new/current services, initiatives, and events by lead by MORCA.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of outreach events attended by MORCA	Up is Better	258	158	Target not required	Target not required
Quantity	Number of Federal Bureau of Prisons (FBOP) encounters (listening sessions, reunification trips, corresponding letters)	Up is Better	55	50	Target not required	Target not required
Quantity	Number of referrals to external resources by MORCA	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of MORCA constituents engaged (in office or in the community)	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of attendees at MORCA events	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of events organized or cosponsored by MORCA	Up is Better	New in 2026	New in 2026	Target not required	Target not required

5. Workforce Development Partnership: Identify and develop relationships with local and national companies that hire returning citizens, while developing a comprehensive list of employers by industries that hire returning citizenship.

No Related Measures

4.16 MAYOR’S OFFICE OF VETERANS’ AFFAIRS

The District of Columbia Office of Veterans’ Affairs assists District veterans and their dependents and survivors in applying for and using federal Department of Veterans Affairs benefit entitlements. OVA also supports veterans recently released from active-duty service with transition assistance from military life to civilian life. Finally, OVA connects District veterans with supportive and wrap-around District and federal services that address homelessness, employment, education, ex-offender reentry, military family issues, and quality of life.

Activities under Mayor’s Office of Veterans’ Affairs:

1. Constituent Services (MOVA): Operations include daily contact and interactions with veterans through walk in, answering phones, emails, and benefits intake assessment counseling.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of MOVA constituents engaged (in office or in the community)	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of rides provided through VetsRide Program	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of veterans receiving benefits counseling from Veteran Service Office	Up is Better	New in 2026	New in 2026	Target not required	Target not required

2. Community Engagement (MOVA): Publicize agreed-upon and understood common aims of our partnership, internal and external activities, programs, and priorities using social media platforms, online outlets, and outreach activities.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of events organized or cosponsored by MOVA	Up is Better	86	281	Target not required	Target not required
Quantity	Number of attendees at MOVA events	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of outreach events attended by MOVA	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4.17 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:

1. 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	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of events organized or cosponsored by the MOWPI	Up is Better	New in 2025	101	Target not required	Target not required
Quantity	Number of attendees at MOWPI events	Up is Better	New in 2026	New in 2026	Target not required	Target not required

(continued)

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of outreach events attended by MOWPI	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of MOWPI constituents engaged (in office or in the community)	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4.18 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):

1. District Donations Management (ServeDC): Provide technical assistance and donations management training to District agencies.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of technical assistance and donations management training provided	Neutral	New in 2025	67	Target not required	Target not required

2. Grants (ServeDC): Administer and monitor grants.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of Community Development Grants awarded	Neutral	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of Access to Jobs Grants awarded	Neutral	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of Cultural Humility Training Grants awarded	Neutral	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of Violence Prevention and Response Team Grants awarded	Neutral	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of Promoting our Unique Legacy via Special Engagements (PULSE) Grants awarded	Neutral	New in 2026	New in 2026	Target not required	Target not required

(continued)

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of people impacted by grant programs	Up is Better	New in 2026	New in 2026	Target not required	Target not required

3. 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	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of events organized or cosponsored by ServeDC	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of attendees at ServeDC events	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of outreach events attended by ServeDC	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of ServeDC constituents engaged (in office or in the community)	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of Community Emergency Response Team (CERT) certificates authorized	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4.19 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:

1. Faith Liaison (MOCRS): Builds relationships between faith-based organizations and the community, fostering collaboration, communication, and support for shared initiatives and services.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of faith-based institutions engaged	Up is Better	New in 2026	New in 2026	Target not required	Target not required

2. Community Walks (MOCRS): MOCRS engages in walkthrough 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

3. Constituent Services (MOCRS): Provides rapid and complete responses to constituent requests, complaints, and questions.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of 311 requests submitted by MOCRS	Down is Better	New in 2025	2,720	Target not required	Target not required
Quantity	Number of events organized or cosponsored by MOCRS (roll offs, clean ups, etc.)	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4. Business Liaison (MOCRS): Connects local businesses with community organizations to build partnerships, support economic growth, and promote community engagement.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of businesses engaged by MOCRS	Neutral	New in 2025	250	Target not required	Target not required

5. Community Engagement (MOCRS): Engage with residents of the District in order to advances the priorities for the community.

Measure Type	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of community meetings attended by MOCRS	Up is Better	New in 2025	397	Target not required	Target not required
Quantity	Number of constituents engaged (in office, hubs, or in the community)	Neutral	New in 2026	New in 2026	Target not required	Target not required
Quantity	Number of attendees at MOCRS events	Up is Better	New in 2026	New in 2026	Target not required	Target not required

4.20 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:

1. 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	Related Measures	Directionality	FY2024	FY2025	FY2026 Target	FY2027 Target
Quantity	Number of Board and Commission Public member appointments	Neutral	New in 2025	467	Target not required	Target not required
Quantity	Number of job or board recruitment events hosted by MOTA	Up is Better	New in 2026	New in 2026	Target not required	Target not required
Quantity	Percent of board and commission seats that are filled	Up is Better	New in 2026	New in 2026	Target not required	Target not required