

OFFICE OF THE DEPUTY MAYOR FOR PUBLIC SAFETY AND JUSTICE

FY 2027 PERFORMANCE PLAN

NOVEMBER 10, 2026

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2027 Performance Plan for the Office of the Deputy Mayor for Public Safety and Justice.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily when the Mayor's budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are composed of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency's overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of...".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"

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Measure Type	Measure Description	Example
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Targets: Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 OFFICE OF THE DEPUTY MAYOR FOR PUBLIC SAFETY AND JUSTICE OVERVIEW

Mission: The mission of the Office of the Deputy Mayor for Public Safety and Justice is to provide direction, guidance, support, and coordination to the District's public safety agencies, and to develop and lead interagency public safety initiatives that improve the quality of life in the District's neighborhoods.

Summary of Services: The Office of Deputy Mayor for Public Safety and Justice was created in January 2011 to provide guidance, support, and coordination of public safety and justice agencies of the District.

Objectives:

1. Foster collaboration and coordination among District agencies, federal agencies, neighboring jurisdictions, and private sector partners to achieve District goals.
2. Provide direction, guidance, and oversight of public safety agencies to enhance safety and reduce crime in the District.
3. Efficient, Transparent, and Responsive Government.

3 OBJECTIVES

3.1 FOSTER COLLABORATION AND COORDINATION AMONG DISTRICT AGENCIES, FEDERAL AGENCIES, NEIGHBORING JURISDICTIONS, AND PRIVATE SECTOR PARTNERS TO ACHIEVE DISTRICT GOALS.

Our partnerships represent an important piece of our public safety ecosystem. Our office works to support and grow these partnerships.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of community meetings attended	Up is Better	268	200	162	**200**
Outcome	Percent of PSJ agencies engaged in cross-cluster joint initiatives	Up is Better	100%	100%	100%	**100%**

3.2 PROVIDE DIRECTION, GUIDANCE, AND OVERSIGHT OF PUBLIC SAFETY AGENCIES TO ENHANCE SAFETY AND REDUCE CRIME IN THE DISTRICT.

By providing direction, guidance, and oversight of public safety agencies, our Office aims to make sure all components of our public safety ecosystem work together to enhance safety and reduce crime in the District.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Outcome	Percent of cluster agencies that "Met" or "Almost Met" 75 percent of fiscal year performance measures	Up is Better	58.33%	66.67%	63.16%	**66.67%**
Outcome	Percent of cluster agencies that almost or fully (at least 75 percent complete) achieved 75 percent of fiscal year projects	Up is Better	75%	50%	57.89%	**50%**
Outcome	Percent of cluster agencies that submit quarterly updates in Quickbase on time	Up is Better	60%	84%	84.21%	**84%**

3.3 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT.

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

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Outcome	Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Up is Better	100%	Target not required	0%	**Target not required**
Outcome	Percent of eligible employees in the agency that have an active performance plan for the fiscal year	Up is Better	New in 2027	New in 2027	New in 2027	**New in 2027**
Outcome	Percent of employees that are District residents	Up is Better	61.9%	Target not required	61.9%	**Target not required**
Outcome	Percent of new hires that are District residents (Peoplesoft)	Up is Better	0%	Target not required	No data available	**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	No data available	Target not required	No data available	**Target not required**
Outcome	Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Up is Better	No incidents	Target not required	No incidents	**Target not required**
Efficiency	Percent of FOIA requests processed without an extension	Up is Better	92.75%	100%	100%	**100%**

4 ACTIVITIES

4.1 OVERSIGHT OF THE SAFE PASSAGE PROGRAM

DMPSJ oversees the day-to-day management of the Safe Passage Program focused on ensuring students can get to and from school safely.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of Safe Passage partner locations visited per quarter to monitor operations for program compliance and create Site Visit Reports	Up is Better	97	160	294	**160**
Quantity	Number of Safe Passage trainings delivered to Safe Passage Ambassadors	Up is Better	14	9	10	**9**
Quantity	Number of Priority Area Unusual Incidents reported	Neutral	807	Target not required	918	**Target not required**
Quantity	Number of Safe Passage, Safe Blocks grants distributed	Neutral	4	Target not required	4	**Target not required**
Quantity	Number of annual grant compliance visits with Safe Passage grantees	Up is Better	New in 2026	New in 2026	4	**4**

4.2 OVERSIGHT OF PROGRAMS IMPACTING YOUTH SAFETY IN THE DISTRICT

DMPSJ oversees several programs and agencies with direct roles in youth safety. Oversight of these programs is an important part of the public safety ecosystem.

No Related Measures

4.3 CO-PRODUCE PUBLIC SAFETY STRATEGIES WITH DISTRICT AND FEDERAL PARTNERS AND NEIGHBORING JURISDICTIONS

Cross collaborate with other public safety and related agencies both inside and outside the District.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of cross-cluster interagency initiatives supported	Up is Better	6	6	6	**6**
Quantity	Number of meetings attended with federal and/or neighboring jurisdiction partners	Up is Better	104	75	152	**75**

4.4 OVERSIGHT OF THE SAFE COMMERCIAL CORRIDORS PROGRAM

DMPSJ oversees the day-to-day management of the Safe Commercial Corridors Grant Program which promotes public safety and public health through evidence-based activities for residents, workers, and visitors.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of annual reports submitted by organizations upon completion of their grant program activities	Neutral	12	Target not required	11	**Target not required**
Quantity	Number of grants distributed to organizations to promote public safety and public health through evidence-based activities for residents, workers, and visitors in the District	Neutral	12	Target not required	11	**Target not required**
Quantity	Number of quarterly reports submitted by organizations detailing their grant activities	Neutral	46	Target not required	46	**Target not required**
Quantity	Number of annual grant compliance visits with Safe Commercial Corridor grantees	Up is Better	New in 2026	New in 2026	12	**6**

4.5 POLICY AND LEGISLATION

DMPSJ assists and provides guidance to agencies with regards to legislation and regulation changes.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of legislative proposals introduced by DMPSJ and/or its agencies	Neutral	2	Target not required	2	**Target not required**
Quantity	Number of proposed regulations introduced by DMPSJ and/or its agencies	Neutral	0	Target not required	0	**Target not required**
Quantity	Number of proposed rules introduced by DMPSJ and/or its agencies	Neutral	0	Target not required	0	**Target not required**

4.6 REGULAR BUDGET AND PERFORMANCE MEETINGS

DMPSJ holds regular budget and performance review meetings as needed to analyze actual financial and agency performance compared to projected budget and agency performance plans, to ensure compliance with budget requirements and performance standards.

No Related Measures

4.7 PERFORMANCE PLANS

DMPSJ creates, maintains, and monitors performance plans that reflect the policies and procedures of the office and the duties each employee performs.

No Related Measures

4.8 FREEDOM OF INFORMATION ACT (FOIA) REQUESTS

DMPSJ responds to all FOIA requests in a prompt and timely manner.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Efficiency	Number of FOIA extensions requested	Down is Better	2	Target not required	0	**Target not required**
Quantity	Number of FOIA requests processed	Up is Better	22	Target not required	12	**Target not required**

4.9 ASSIST AGENCIES WITH GETTING THROUGH ROADBLOCKS IMPEDING THEIR ABILITY TO CARRY OUT THEIR MISSION EFFECTIVELY

DMPSJ assists agencies with issues they are facing by convening meetings, offering advice, writing correspondence, and other means of support.

No Related Measures

4.10 MEETINGS WITH AGENCY DIRECTORS AND CHIEFS

DMPSJ provides various forums, including one-on-one meetings with directors and cluster meetings, for agency directors to voice concerns, share opinions, ask advice, and share ideas.

No Related Measures

4.11 OVERSIGHT OF PUBLIC SAFETY AGENCIES OPERATIONS

DMPSJ examines current agency policies on a continuing basis to enhance the effectiveness and responsiveness of those programs.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Outcome	Number of public safety and justice cluster meetings	Up is Better	2	6	2	**6**
Quantity	Number of media interviews	Neutral	26	Target not required	36	**Target not required**
Quantity	Number of one-on-one meetings held with agency directors	Up is Better	144	Target not required	144	**Target not required**
Quantity	Number of press conferences hosted/supported	Neutral	38	Target not required	27	**Target not required**

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Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of times testifying in front of DC Council and/or Congress	Neutral	4	Target not required	5	**Target not required**

4.12 OVERSIGHT OF THE LOCAL NON-PROFIT SECURITY GRANT PROGRAM

DMPSJ oversees the day-to-day management of the local non-profit security grant program to enhance the security and safety at the physical site(s) of a nonprofit organization located in the District of Columbia.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Number of Annual Reports Submitted by Organizations upon Completion of their Grant Program Acitvities	Neutral	12	Target not required	13	**Target not required**
Quantity	Number of grants distributed to organizations to improve their physical security	Neutral	11	Target not required	13	**Target not required**
Quantity	Number of quarterly reports submitted by organizations detailing their grant activities	Neutral	48	Target not required	52	**Target not required**
Quantity	Number of annual compliance visits conducted with grantees	Neutral	12	Target not required	13	**Target not required**

5 PROJECTS

5.1 YOUTH RESPONSE TEAM

Proposed Completion Date: September 30, 2027

The Youth Response Team will relentlessly engage with client youth to encourage positive behavior and discourage negative behavior. During the first year of program implementation (FY26), DMPSJ will focus on youth assessments, create and monitor individualized youth success plans, and build team infrastructure. The second year of this program (FY27) will focus on continuous improvement of project implementation.

5.2 MULTIAGENCY AND CROSS CLUSTER COORDINATION

Proposed Completion Date: September 30, 2027

DMPSJ will continue to lead the coordination and strategic and operational support to reduce crime in the District through the day-to-day management of multiagency nightlife taskforce, multiagency public safety taskforce, Safety Go Team activations, resource pop-ups, Peace Walks, and when necessary public safety walks.

5.3 ESTABLISHMENT OF STANDARD OPERATING PROCEDURES AND POLICIES FOR DMPSJ PROGRAMS

Proposed Completion Date: September 30, 2027

DMPSJ will develop standard operating procedures along with policies for its programs to establish uniformity for implementation and evaluation.