



DEPARTMENT OF AGING AND COMMUNITY LIVING
FY 2025 PERFORMANCE PLAN

NOVEMBER 26, 2024

CONTENTS

Contents	2
1 Introduction	3
2 Department of Aging and Community Living Overview	5
3 Objectives	6
3.1 Customer Information, Assistance and Outreach	6
3.2 Home and Community-Based Supports	6
3.3 Efficient, Transparent, and Responsive Government	6
4 Activities	8
4.1 Advocacy/Elder Rights	8
4.2 Community Outreach and Special Events	8
4.3 Transportation	8
4.4 In-home Services	9
4.5 Adult Protective Services	9
4.6 Assistance and Referral, and Community Transition Services	10
4.7 Senior Wellness Center/Fitness & Kingdom Care Village	10
4.8 Create and maintain a highly efficient, transparent, and responsive District government	11
4.9 Customer Information, Assistance and Outreach	11
4.10 Nutrition Program	11
4.11 Case Management and Nursing Home Transition Services	12
5 Projects	13
5.1 Expand senior villages services in Ward 7	13
5.2 Expand Alzheimer’s Disease and Related Dementias (ADRD) Services Among Seniors Across the District	13

1 INTRODUCTION

This document presents the Fiscal Year 2025 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 in March 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 throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

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”

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Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
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"

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. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are 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: DAACL 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

Activities:

1. Advocacy/Elder Rights
2. Community Outreach and Special Events
3. Transportation
4. In-home Services
5. Adult Protective Services
6. Assistance and Referral, and Community Transition Services
7. Senior Wellness Center/Fitness & Kingdom Care Village
8. Create and maintain a highly efficient, transparent, and responsive District government
9. Customer Information, Assistance and Outreach
10. Nutrition Program
11. Case Management and Nursing Home Transition Services

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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of callers looking for information and assistance that heard about DACL services through the agency's outreach efforts	Outcome	Up is Better	25%	29%	25%
Percent of residents working with D.C. Long-Term Care Ombudsman Program that self-report a satisfactory resolution to a complaint, concern, or problem	Outcome	Up is Better	83%	87%	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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of Emergencies Responded to Within 24 Hours by Adult Protective Services	Efficiency	Up is Better	100%	100%	100%
Percent of referrals in non-emergency cases where initial client contact and investigation takes place within ten working days by Adult Protective Services	Outcome	Up is Better	85%	86%	85%
Percent of residents attending Senior Wellness Centers that self-report an increase in awareness and practices of health habits	Outcome	Up is Better	90%	90%	80%

3.3 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	45%	93.33%	No Target Set
Percent of employees that are District residents	Outcome	Up is Better	39.25%	42.48%	No Target Set
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	Outcome	Up is Better	38.6%	21.43%	No Target Set
Percent of new hires that are District residents	Outcome	Up is Better	75.7%	72.73%	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	0%	No incidents	No Target Set

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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of hours of advocacy and legal support provided to residents	Quantity	Up is Better	13146.7	14,447	*
Number of hours of Long-Term Care Ombudsman services provided to residents	Quantity	Neutral	1666.49	1,501	*

*Specific targets are not set for this measure

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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of community outreach events held by the External Affairs and Communications Team	Quantity	Up is Better	203	259	*
Number of State Health Insurance Program-specific events	Outcome	Up is Better	11	8	*

*Specific targets are not set for this measure

4.3 TRANSPORTATION

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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of residents participating in Connector Card Program	Outcome	Up is Better	2,512	2,661	*

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Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of residents provided transportation to medical appointments	Outcome	Up is Better	1,312	1,281	*
Number of residents provided transportation to social and recreational activities	Outcome	Up is Better	1,799	2,270	*

*Specific targets are not set for this measure

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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of residents receiving home adaptations	Quantity	Up is Better	1,027	796	*
Number of residents receiving homemaker services	Outcome	Up is Better	234	193	*

*Specific targets are not set for this measure

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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of cases investigated in Adult Protective Services	Outcome	Neutral	1,292	1,193	*
Number of court Appointed Guardians/Conservators	Outcome	Neutral	42	31	*
Number of referrals received in Adult Protective Services	Outcome	Neutral	2,167	2,266	*

*Specific targets are not set for this measure

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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Average days to transition from Nursing Facilities (for clients who have housing to return to)	Outcome	Down is Better	190.8	236	*
Average days to transition from Nursing Facilities (for clients without housing to return to)	Outcome	Down is Better	282.8	439	*
Number of calls received for information, referral, and assistance through the Aging and Disability Resource Center	Outcome	Neutral	34,906	35,551	*
Number of clients assisted under the State Health Insurance Program	Outcome	Up is Better	5,342	5,546	*
Number of community transition team cases closed	Outcome	Up is Better	121	145	*
Number of family/resident council meetings attended at nursing facilities (to include virtual events during the PHE)	Outcome	Up is Better	277	411	*
Number of referrals from Nursing Facilities	Outcome	Up is Better	250	264	*
Number of residents served by DACL's Medicaid Enrollment Staff	Quantity	Up is Better	1,514	1,680	*

*Specific targets are not set for this measure

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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of residents participating in Kingdom Care Village	Quantity	Up is Better	60	70	*

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Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of residents participating in Senior Wellness Center programs (not unduplicated)	Quantity	Up is Better	1,997	1,975	*

*Specific targets are not set for this measure

4.8 CREATE AND MAINTAIN A HIGHLY EFFICIENT, TRANSPARENT, AND RESPONSIVE DISTRICT GOVERNMENT

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

No Related Measures

4.9 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

4.10 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of residents attending community dining sites	Outcome	Up is Better	4,084	4,443	*
Number of residents participating in Eat Well, Live Better program	Quantity	Up is Better	1,049	840	*
Number of residents receiving home-delivered meals	Quantity	Up is Better	3,855	2,961	*

*Specific targets are not set for this measure

4.11 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of residents receiving case management	Outcome	Up is Better	1,136	1,480	*
Number of residents receiving options counseling	Quantity	Up is Better	3,129	1,752	*
Number of residents transitioned from an institutional setting to the community	Outcome	Up is Better	118	103	*

*Specific targets are not set for this measure

5 PROJECTS

5.1 EXPAND SENIOR VILLAGES SERVICES IN WARD 7

Proposed Completion Date: September 30, 2025

This initiative aims to ensure that seniors in Ward 7 have equitable access to the senior village service model that is available in other wards of the city. Senior villages provide a comprehensive support network, including transportation, home maintenance, social activities, and health programs, allowing seniors to age in place with dignity and independence. By expanding these services to Ward 7, we aim to bridge the gap in resources and support, fostering a community where all seniors can thrive regardless of their geographic location.

5.2 EXPAND ALZHEIMER’S DISEASE AND RELATED DEMENTIAS (ADRD) SERVICES AMONG SENIORS ACROSS THE DISTRICT

Proposed Completion Date: September 30, 2025

This initiative focuses on providing comprehensive support to seniors across the District affected by Alzheimer’s Disease and Related Dementias (ADRD). It aims to increase access to early diagnosis, specialized care, and community-based resources while offering robust support and education for caregivers. This initiative strives to improve the quality of life for seniors with ADRD and their families through partnerships with healthcare providers and public awareness campaigns.