

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of Public-Private Partnerships



Responses to Fiscal Year 2016 Performance Oversight Questions

Seth Miller Gabriel
Director, Office of Public-Private Partnerships

Submission to

Committee on Government Operations
Chair Brandon T. Todd
Councilmember, Ward 4

February 21, 2017

Committee on Government Operations
John A. Wilson Building
1350 Pennsylvania Ave., NW, Suite 117
Washington, DC 20004



February 21, 2017

The Honorable Brandon Todd, Councilmember
Council of the District of Columbia
1350 Pennsylvania Avenue, NW
Washington, DC 20004

Dear Councilmember Todd:

Please find enclosed the responses to the questions you sent on January 27, 2017 in advance of our performance oversight hearing scheduled for February 24, 2017. The Office of Public-Private Partnerships (DC OP3) looks forward to discussing our recent accomplishments and future activities.

If you have any additional questions or need further assistance, please contact me at (202) 724-6683 or seth.millergabriel@dc.gov.

Thank you,

A handwritten signature in black ink, appearing to read "Seth W. Miller Gabriel". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Seth W. Miller Gabriel

Director, District of Columbia Office of Public-Private Partnerships



1. Please provide the legislative history for the creation of the Office. Specifically,

- a. The legislative vehicle by which the Office was created (Mayor's Order, resolution or statute).**

Response: The Office of Public-Private Partnerships (OP3) was created pursuant to Public-Private Partnerships Act of 2014, effective March 11, 2015 (D.C. Law 20-228; D.C. Official Code § 2-271.01 et seq.) (P3 Act).

- b. What powers the Office has been delegated through Mayor's Order.**

Response: The Office has not been delegated powers through Mayor's Order.

- c. The legislative vehicle by which the Director was appointed (Mayor's Order, resolution, statute).**

Response: The Director was appointed pursuant to Section 103 of the P3 Act (D.C. Official Code § 2-271.02).

2. Please explain the mission of your Office.

Response: OP3 is charged with building collaborations between the private sector and District government to complete major infrastructure projects and other programs through long-term, performance-based procurements commonly referred to as public-private partnerships, or P3s. The Office was established by the P3 Act to expand the utilization of P3s in the District by streamlining the procurement process, serving as an in-house consultant and liaison between District agencies and private sector partners. OP3's mission is to deliver infrastructure and other government services sought by District residents with the best value-for-money while also expanding economic opportunities for the District.

3. Please explain the programming and services within your Office.



Response: OP3's primary service is to serve as an alternative procurement agency and in-house advisor to aid sister agencies in building and maintain their facilities through long-term, performance-based P3 contracts.

4. Please provide, as an attachment to your answers, a copy of your Office's current annual performance plan as submitted to the Office of the City Administrator.

Response: OP3's annual performance plan is included as part of the annual performance plan of the Office of the City Administrator. *See Attachment A.*

5. Please provide, as an attachment to your answers a current organizational chart for your Office including and, as explanation of the roles and responsibilities for each division and subdivision.

Response: *See Attachment B.*

6. Please provide a complete position listing for your agency for fiscal year 2016 to date, including the following information.

- a. Name of employee
- b. Title of position
- c. Grade, series and step of position
- d. Date employee began
- e. Salary & fringe benefits
- f. Job status (continuing, term, temporary or contract)

Name of Employee	Title of Position	Grade/Series/Step	Date Employee Began	Salary	Job Status	Overtime/Bonus Pay
Seth Miller Gabriel	Director	Grade 10 Step 0	11/30/15	\$151,925	Continuing	\$0
Judah Gluckman	Deputy Director and Counsel	Grade 10 Step 0	11/30/15	\$118,450	Continuing	\$0



- 7. For fiscal years 2015, 2016, 2017 to date, please list each employee whose salary was \$110,000 or more. For each employee listed provide the name, position title, salary, and amount of any overtime and/ or bonus pay.**

Response: *See answer to Question 6, above.*

- 8. Please provide a list of employees detailed to or from your agency. Provide the reason for the detail, the detailed employee's date of detail, and the detailed employee's projected date of return.**

Response: No employees are detailed to or from OP3.

- 9. Please list and describe any ongoing investigations, audits, or reports on your Office.**

Response: There are no ongoing investigations, audits, or reports regarding OP3.

- 10. Please list all employee grievances filed against your Office in fiscal years 2016 and 2017 to date, if any. Please provide a brief description of the matter as well as the current status.**

Response: There were no employee grievances filed against OP3 in FY'16 and FY'17 to date.

- 11. Does the agency conduct annual performance evaluation of all its employees? If so, who is responsible for conducting them? What steps are taken to ensure all agency employees are meeting individual job requirements?**

Response: Yes, since the Office is a division of the OCA, and the OCA conduct's annual performance evaluations of all its employees. Each employee develops personal performance goals in concert with their supervisor and meets with his or her supervisor periodically to determine if he or she is meeting the goals that have been set. Adjustments are made as needed.



12. Please describe any employee trainings your staff are required to attend and are they up to date on them?

Response: While staff are not required to attend employee trainings, OP3 personnel regularly participate in technical capacity building workshops and industry conferences to learn best practices, P3 trends and needed skills.

13. Please describe the Office's efforts to minimize internal waste, fraud, and abuse.

Response: OP3 operates with a culture of transparency and accountability with standard operating procedures that are established to minimize internal waste, fraud, and abuse.

14. What services does your Office provide specifically to District residents and how many residents take advantage of those services?

Response: OP3 is primarily an internal-facing procurement office that assists other government agencies to build and maintain critical infrastructure. To the extent the Office interacts with residents, it is generally to educate the public about P3 projects and incorporate their feedback and concerns to improve a project. In FY'16 and FY'17 to date, OP3 has attended more than a dozen community meetings and met with hundreds of residents in the process.

15. Through what methods (e.g., website, social media, newsletter, email, flyers, door knocking) does your Office communicate your services to District residents?

Response: OP3 makes every reasonable effort to work in a transparent and inclusive manner. It maintains a website, <http://op3.dc.gov/>, where all relevant laws, regulations and information about P3 projects is provided to the public. The Office has an active presence on social media through its twitter account. Additionally, OP3 sends periodic updates to interested parties through its online newsletter and press releases. All contracting opportunities are published in the D.C. Register and press sources. The Office also regularly attends community meetings to inform them of upcoming and pending P3 projects.

16. Please identify all databases maintained by your Office, including the following:

- a. A detailed description of the information tracking within each system;



- b. The age of the system and any substantial upgrades that have been made or planned to be made;**
- c. How the information is protected; and**
- d. Whether the public can be granted access to all or part of each system.**

Response: OP3 does not maintain any databases.

17. What has your Office done in the previous fiscal year to be more transparent with its activities and what can your Office do in the future to be more transparent?

Response: *See answer to Question 15, above.*

18. What were your priorities from the previous fiscal year and were they met? Please explain how.

Response: For FY'16, OP3 set and met the overall goal to make the District government market-ready for public-private partnership projects. This effort included the promulgation of OP3's guidelines and procedures and the development of a pipeline of a dozen potential P3 projects. The OP3 also built the internal capacity of the District government to carry out P3s. Capacity building included educating District agencies on the possibilities afforded by the P3 model, outreach to community stakeholders to identify key infrastructure needs, and increased interaction with potential private sector partners.

19. What were your Office's major accomplishments or highlights in fiscal years 2016 and 2017 to date? Please explain.

Response: OP3 has achieved many accomplishments in FY'16 and FY'17 to date. Among other things, they include developing our procurement rules and guidelines, developing a pipeline of viable P3 projects, being open for OP3 first window to accept unsolicited proposals, hosting our DC Builds! Forum, and launching procurement for our (1) Smart Lighting Project; (2) Daly Building renovation, and (3) construction of a new corrections facility.



20. Please provide a chart showing your Office’s approved budget and actual spending for the past five fiscal years. Explain any variances between fiscal year appropriations and actual expenditures.

Response:

	FY’12	FY’13	FY’14	FY’15	FY’16
Approved Budget (\$000)	\$0	\$0	\$0	\$0	\$221
Expanded Budget (\$000)	\$0	\$0	\$0	\$0	\$221
Variance (\$000)	\$0	\$0	\$0	\$0	\$0

21. In chronological order, please provide any reprogramming, in or out, which occurred in fiscal years 2016 and 2017 to date. For each reprogramming, list the total amount of the reprogramming, the original purposes for which these funds were dedicated and the reprogrammed use of funds.

Response: OP3 did not participate in any reprogramming in FY’16 and FY’17 to date.

22. Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during fiscal years 2016 and 2017 to date.

Response:

INTRA-DISTRICT TRANSFERS				
Fiscal Year 2016 and 2017 To Date				
Seller	Buyer	Period	Amount of MOU	Purpose of Intra-District Transfer
OP3	DDOT	6/3/2016 to 9/30/2016	\$150,000	To dedicate resources and hire outside consultants to provide advisory services for the structuring, analysis and procurement of the smart lighting project.
OCP	OP3	10/1/2016 to 9/30/2017	\$70,231	To provide program support for P3 procurements.



23. Please list all memoranda of understanding (MOU) in place during fiscal years 2016 and 2017 to date.

Response: MOUs were developed to implement the intra-District transfers described in the answer to Question 22, above.

24. Please identify any special purpose accounts maintained by, used by, or available for use by your agency during the previous fiscal year. For each account, please list the following

- a. Revenue source name and code**
- b. Source of funding**
- c. Description of the program that generates the funds**
- d. Amount of funds generated**
- e. Expenditures of funds**

Response: OP3 maintains the Public-Private Partnerships Administrative Fund (Agency: AE0 Fund Detail: 1243), which collects revenue for the fees charges to review unsolicited proposals. No unsolicited proposals were submitted in Fiscal Year 2016, so there is no funding in this account to date.

25. List each contract, procurement, lease and grant awarded or entered into by your Office during the fiscal years 2016 and 2017 to date. For each contract, please provide the following information where applicable.

- a. The nature of the contracting party**
- b. The nature of the contract, including the end product or service**
- c. The dollar amount of the contract, including the budgeted amount and actually spent**
- d. The term of the contract**
- e. Whether the contract was competitively bid or not. How many bids were received?**
- f. The name of the agency’s contract monitor and results of any monitoring activity**
- g. Funding source**

Response:

Supplier	Description	Value	Term	Procurement Method	Contracting Monitor	Funding Source
KPMG LLP	Business and financial advisory services for the structuring, analysis and procurement of the smart lighting project.	\$150,000	July 15, 2016 – September 30, 2016	Cooperative Agreement	Judah Gluckman	AE0 CSG 20040
Alvarez &	Business and	\$22,000	April 19,	Small	Seth Miller	AE0



Marsal Real Estate Advisors	financial advisors to conduct a value-for- money analysis of family shelters.	2016 – September 30, 2016	Purchase Order	Gabriel	CSG 20070
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26. If your Office oversees capital projects, please provide a list of projects and the following information:

- a. Description of each project**
- b. Amount of capital funds available for each project**
- c. Status report on each project, including timeframe for completion**
- d. Planned remaining spending on the project**

Response: OP3 serves as an alternative procurement agency and in-house advisor to other District agencies and does not directly oversee any capital projects.

27. Please provide a list of all federal grants or other grants your Office received in the fiscal years 2016 and 2017 to date.

Response: OP3 applied for and received a technical assistance grant from the Eno Center for Transportation in FY' 16 that provided the District with a workshop on P3 best practices and a training session for staff from several agencies.

OP3 applied for and received a grant from the Living Cities, City Accelerator program. As part of the Third Cohort on Infrastructure Finance, we and other agency officials have meet with peers from four other cities and international thought leaders on solving our infrastructure challenges. In addition, OP3 received a \$100,000 grant to study financial structuring models that are best suited to the District's needs.

28. In table format, please list the following for fiscal years 2016 and 2017 to date regarding the agency's use of SmartPay (credit) cards for agency purchases: (1) individuals (by name and title/position) authorized to use the cards; (2) purchase limits (per person, per day, etc.); and (3) total spent (by person and for the agency).

Response: OP3, as a division of the Office of the City Administrator (OCA), uses that agency's SmartPay (credit) cards for agency purchases.



SMARTPAY (Credit Cards) Fiscal Year 2016			
Name	Position/Title	Purchase Limits	Total Spent
Lance Holt	Staff Assistant	\$5,000.00	\$135,013.92
Mary Redfearn	Executive Assistant	\$5,000.00	\$21,695.93

SMARTPAY (Credit Cards) Fiscal Year 2017 (to date)				
Name	Position/Title	Purchase Limits		Total Spent
Lance Holt	Staff Assistant	No Limit	Daily	\$77,238.61
Mary Redfearn	Executive Assistant	No Limit	Daily	\$6,964.61

29. (a) In table format, please provide the following information for fiscal years 2016 and 2017 to date, regarding your agency's use of cellular phones and mobile devices: (1) individuals (by name and title/position) authorized to carry and use such devices; (2) total annual expense (FY) for each individual's use; and (3) justification for such use (per person). If the list is more than one page in length, you may provide it as an attachment.

Response:

CELLULAR PHONES AND MOBILE DEVICES Fiscal Year 2016			
Name	Position	Device(s)	Total Annual Expense
Judah Gluckman	Deputy Director, OP3	Cell phone	\$47.31 monthly
Seth Miller Gabriel	Director, OP3	Cell phone	\$53.74 monthly

CELLULAR PHONES AND MOBILE DEVICES Fiscal Year 2017 To Date			
Name	Position	Device(s)	Total Annual Expense
Judah Gluckman	Deputy Director, OP3	Cell phone	\$218.94 yearly
Seth Miller Gabriel	Director, OP3	Cell phone	\$243.08 yearly

b) Please describe how your agency manages and limits its mobile, voice, and data costs, including cellular phones and mobile devices.



Response: At least once each year, the Office of the City Administrator, which OP3 is a division of, reviews which members of its staff have mobile devices issued to them. The Office’s policy is to issue cellular phones only to staff who must be available on evenings, weekends, or when not at their duty station. To further limit costs, the Office is part of the District government’s cellular “pool plan”; under the pool plan, the Office is not subject to overage charges.

30. (a) Does your agency have or use one or more government vehicle? If so, for fiscal years 2016 and 2017 to date, please list any vehicle the agency owns. You may group the vehicles by category (e.g., 15 sedans, 33 pick-up trucks, three transport buses, etc.).

(b) Please list all vehicle accidents involving your agency’s vehicles for fiscal years 2016 and 2017 to date. Provide: (1) a brief description of each accident; (2) the type of vehicle involved; (3) the justification for using such vehicle; (4) the name and title/position of the driver involved; and (5) whether there was a finding of fault and, if so, who was determined to be at fault.

Response: OP3 does not have government vehicles.

31. D.C. Law requires the Mayor to pay certain settlements from agency operating budgets if the settlement is less than \$10,000 or less than two years old (see D.C. Code § 2-402(a)(3)). Please itemize each charge-back to your agency for a settlement or judgment pursuant to D.C. Code § 2-402.

Response: OP3 did not have any settlements or judgments in FY’16 and FY’17 to date.

(a) D.C. Law prohibits chauffeurs, take-home vehicles, and the use of SUVs (see D.C. Code §§ 50-203 and 50-204). Is your agency in compliance with this law? Please explain any exceptions.

Response: Yes, OP3 is compliance with D.C. laws that prohibit chauffeurs, take-home vehicles, and the use of SUVs.

(b) If there are exceptions, please provide the following: (1) type of vehicle (make, model, year); (2) individuals (name/position) authorized to have the vehicle; (3) jurisdictional residence of the individual (e.g., Bowie, MD); and (4) justification for the chauffer or take-home status.

Response: Not applicable.



32. In table format, please provide the following information for fiscal years 2016 and 2017 to date regarding your agency’s authorization of employee travel: (1) individuals (by name and title/position) authorized to travel outside the District; (2) total expense for each trip (per person, per trip, etc.); and (3) justification for the travel (per person and trip).

Response:

AGENCY TRAVEL			
Fiscal Year 2016			
Name	Position/Title	Purpose	Total Spent
Seth MillerGabriel	Director: Public Private Partnership	June 15-16,2016 New York, New York P3 Infrastructure Forum	\$694.00
Judah Gluckman	Deputy Director: Public Private Partnership	June 15-16, 2016 New York, New York P3 Infrastructure Forum	\$733.00
Seth MillerGabriel	Director: Public Private Partnership	September 19-20 th , 2016 New York City Concordia Summit	\$232.00

AGENCY TRAVEL			
Fiscal Year 2017			
Name	Position/Title	Purpose	Total Spent
Seth Miller Gabriel	Director: Public Private Partnership	November 14-16,2016 Toronto, CA P3 Conference	\$1,315.99
Judah Gluckman	Deputy Director: Public Private Partnership	November 14-16 2016 Toronto, CA P3 Conference	\$1,621.79
Judah Gluckman	Deputy Director: Public Private Partnership	February 21-23 2017 Denver, Co Denver Smart City Conference	\$1,002.20
Seth Miller Gabriel	Director: Public Private Partnership	February 27 to March1st 2017 Dallas, TX, P3 Conference	\$495.00
Judah Gluckman	Deputy Director: Public Private Partnership	February 27 to March 1 st 2017 Dallas, TX P3 Conference	\$495.00



33. Identify any statutory or regulatory impediments to your Office's operations.

Response: OP3 is not currently aware of any statutory or regulatory impediments to the Office's operations.

34. Please explain, if any, the impact federal legislation has had on your Office for fiscal years 2016 and 2017 to date.

Response: OP3 is not currently aware of any federal legislation that has an impact on the Office for FY'16 and FY'17 to date.

35. Please explain, if any, the impact local legislation has had on your Office for fiscal years 2016 and 2017 to date.

Response: OP3 is not currently aware of any local legislation that has an impact on the Office for FY'16 and FY'17 to date.

36. What are your Office's priorities and foreseeable challenges in this fiscal year?

Response: OP3's priority this fiscal year is to help owner agencies deliver and more effectively maintain critical infrastructure through long-term, performance-based P3 agreements. Foreseeable challenges to those priorities include educating key stakeholders to build support for these projects and attracting the most skilled and experienced teams to bid on procurement to maximize the overall outcomes.

37. Does your agency have a strategic plan? If so, please provide. If not, are there plans for one in the upcoming FY?

Response: OP3 is actively developing a strategic plan and intends to have it complete by the end of FY2017.



Attachment A:

Office of the City Administrator Performance Plan



Office of the City Administrator FY2017

Agency Office of the City Administrator

Agency Code AEO

Fiscal Year 2017

Mission The mission of the Office of the City Administrator (OCA) is to facilitate the effective and efficient implementation of the Mayor's policies by providing leadership, support, and oversight of District government agencies.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities
2	Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management and innovation
3	Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources
4	Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure
5	Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives
6	Create and maintain a highly efficient, transparent and responsive District government.**

2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
1 - Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities (2 Measures)									
Percentage of fiscal year key performance indicators either fully or partially achieved	<input type="checkbox"/>	Annually		Not available	85	63.4	85	74.7	88
Percentage of fiscal year agency initiatives either fully or partially achieved	<input type="checkbox"/>	Annually		Not available	95	0	95	84.2	95
2 - Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management and innovation (5 Measures)									
Percent of District agencies completing a fiscal year performance plan	<input type="checkbox"/>	Annually		Not available	95	100	100		100
Percent of District agencies participating in the performance management program completed training	<input type="checkbox"/>	Annually		Not available	95	74	95		95
Share of randomized controlled trials that produced evidence leading to program improvements	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	0	0	New Measure	80
Share of process improvement projects completed that demonstrated performance improvement	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	0	0	New Measure	90
Share of CapSTATs that led to the development of new initiatives or measurable improvements in performance	<input checked="" type="checkbox"/>	Monthly		Not available	Not available	0	0	New Measure	100
3 - Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources (1 Measure)									
Number of projects undertaken to examine efficiency of spending	<input checked="" type="checkbox"/>	Annually		Not available	Not available	Not available	Not available	New Measure	
4 - Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure (1 Measure)									

Number of procurements initiated for new P3 projects	✓	Quarterly		Not available	Not available	0	1	New Measure	3
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5 - Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives (5 Measures)

Percent of collective bargaining agreements successfully negotiated through the bargaining process	✓	Annually		Not available	90	80	95	New Measure	90
Percent of grievance cases successfully mediated before a third party	<input type="checkbox"/>	Quarterly		Not available	65	50	50		50
Percent of grievance cases successfully litigated before the Public Employee Relations Board	<input type="checkbox"/>	Quarterly		Not available	50	50	50		55
Percent of collective bargaining agreements referred to third party arbitrators that are ruled in DC government's favor	✓	Quarterly		Not available	Not available	Not available	60	New Measure	65
Percent of collective bargaining agreements referred to a third party arbitrator	✓	Quarterly		Not available	10	20	5	New Measure	10

6 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)**

Contracts/Procurement-Expendable Budget spent on Certified Business Enterprises	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement-Contracts lapsed into retroactive status	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Federal Funds returned	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service-Meeting Service Level Agreements	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Vacancy Rate	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee District residency	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee Onboard Time	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management-Employee Performance Plan Completion	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities (4 Activities)			
OFFICE OF AGENCY OPERATIONS	Agency Operations	Provides support to the City Administrator and District agencies in the areas of management and policy.	Daily Service

Government Operations	Lead the Government Operations cluster and Government Operations agencies by driving high-quality performance, continuous improvement, innovation, and cost-effective solutions.	Lead the Government Operations cluster and Government Operations agencies by driving high-quality performance, continuous improvement, innovation, and cost-effective solutions.	Daily Service
Resilient Cities	Resilient Cities	Help to stand up the 100 Resilient Cities effort in DC. The District was selected as one of the final 37 cities to be inducted into Rockefeller Foundation's 100 Resilient Cities (100 RC) – a prestigious global network. Membership in the network establishes the District as a leader in the movement toward urban resilience, which challenges government to find new ways to learn and adapt, girding the city against likely shocks and lessening its susceptibility to chronic stresses.	Key Project
Grants Management	Grants Management	The Division of Grants Management is charged with providing guidance on grants management issues and is tasked with fostering collaboration among agencies who receive federal grant funds. The Division develops and maintains Grants Management policies and procedures and provides training opportunities for internal employees managing grants and all grant related programs.	Daily Service
2 - Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management and innovation (3 Activities)			
OFFICE OF PERFORMANCE MANAGEMENT	CapSTAT	CapSTAT takes a deep-dive into important issues facing DC, and works with all stakeholders to develop recommendations to improve programs and services	Daily Service
OFFICE OF PERFORMANCE MANAGEMENT	Applied Research Projects	Applied research team provides additional capacity to agencies to address priority issues by analyzing problems and helping to develop and implement innovative solutions utilizing business process improvements and evidence-based evaluations.	Daily Service
OFFICE OF PERFORMANCE MANAGEMENT	Performance Management & Strategic Planning	The Office of Performance Management uses data, strategic planning and innovation to continuously improve the programs and services that DC government delivers. OPM produces a weekly dashboard of key data trends for the Mayor, works with agencies and Deputy Mayor to develop specific initiatives to help move the needle on District priority goals and agency objectives. We also look for innovative ways to make improvements to key programs and services in DC.	Daily Service
3 - Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources (1 Activity)			
OFFICE OF BUDGET AND FINANCE	Office of Budget and Finance	The Office of Budget and Finance (OBF) prepares the proposed annual budget and advises the Mayor and the City Administrator on financial issues that impact the District's operations and capital investments.	Daily Service
4 - Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure (1 Activity)			
OFFICE OF PUBLIC PRIVATE PARTNERSHIPS	Public Private Partnerships	The Office of Public-Private Partnerships (OP3) is charged with building collaborations between private sector businesses and District government to support large-scale projects such as infrastructure development and enhancements.	Daily Service
5 - Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives (2 Activities)			
LABOR RELATIONS/COLLECTIVE BARGAINING	Training	OLRCB provides training to labor liaisons, managers, supervisors and management officials concerning their rights and obligations under the CMPA and applicable labor law, policies and procedures.	Daily Service
LABOR RELATIONS/COLLECTIVE BARGAINING	Collective Bargaining	OLRCB effectively represents the District as the principal management advocate in the administration of a comprehensive labor management program	Daily Service
6 - Create and maintain a highly efficient, transparent and responsive District government.** (3 Activities)			
OFFICE OF AGENCY OPERATIONS	Agency Operations	Provides support to the City Administrator and District agencies in the areas of management and policy.	Daily Service
OFFICE OF PERFORMANCE MANAGEMENT	Performance Management	The Office of Performance Management uses data, strategic planning and innovation to continuously improve the programs and services that DC government delivers.	Daily Service
Government Operations	Support Government Operations agencies on implementing best practices by communicating and setting expectations with agency directors to drive high-quality service delivery for residents.	Support Government Operations agencies on implementing best practices by communicating and setting expectations with agency directors to drive high-quality service delivery for residents.	Daily Service

2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
2 - CapSTAT (1 Measure)								
Total number of CapStat meetings held	<input type="checkbox"/>		CapSTAT meetings held	CapSTAT meetings	Monthly	Not available	Not available	
2 - Performance Management & Strategic Planning (1 Measure)								
Number of cluster meetings held to review progress on FY annual performance plans	<input type="checkbox"/>		Cluster meetings	Meetings	Quarterly	Not available	Not available	
3 - Office of Budget and Finance (1 Measure)								
Number of reprogrammings processed	<input type="checkbox"/>		Reprogrammings processed	Reprogrammings	Quarterly	Not available	Not available	
4 - Public Private Partnerships (1 Measure)								
Number of meetings with impacted ANC's held	<input type="checkbox"/>		Meetings with impacted ANC's	Meetings	Quarterly	Not available	Not available	
5 - Collective Bargaining (5 Measures)								
Total number of non-compensation collective bargaining agreements currently under negotiation	<input type="checkbox"/>		Non-compensation collective bargaining agreements under negotiation	Number of non-compensation collective bargaining agreements	Quarterly	Not available	Not available	
Total compensation collective bargaining agreements currently under negotiation	<input type="checkbox"/>		Compensation collective bargaining agreements under negotiation	Number of compensation collective bargaining agreements	Quarterly	Not available	Not available	
Total number of compensation agreements within DC government	<input type="checkbox"/>		Total number of compensation agreements	Compensation agreements	Quarterly	Not available	Not available	
Total number of non-compensation agreements within DC government	<input type="checkbox"/>		Number of non-compensation agreements	Number of compensation agreements	Quarterly	Not available	Not available	
Number of grievance cases referred to OLRBC	<input type="checkbox"/>		Grievance Cases	Grievance Cases	Quarterly	Not available	Not available	
5 - Training (1 Measure)								
Total number of employees trained in labor relations and collective bargaining	<input type="checkbox"/>		Employees	Employees	Quarterly	Not available	Not available	
6 - Agency Operations (1 Measure)								
Number of annual multiagency and cross cluster projects coordinated by OCA	<input type="checkbox"/>		Projects	Projects	Quarterly	Not available	Not available	

2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Government Operations (5 Strategic initiative-operation links)		
Collect information on current customer service in DC gov as well as best practices	OCA will survey agencies to determine customer service information, data, practices, and staffing levels currently in place. OCA will also research and benchmark best practices from other jurisdictions and the federal government.	01-31-2017
Development and measurement of new city-wide standards for customer service	OCA will create new city-wide standards for customer service through a multi-agency collaboration, to include annual re-assessment. This will include the development of 3-4 city-wide standards that could apply to all agencies. OCA will also test newly created city-wide standards through methods such as calling back customers and mystery shopping.	09-30-2017
Streamline the hiring process	OCA will work with DCHR to develop methods to streamline and simplify the hiring process in DC. The team will meet and develop specific proposals to reduce the hiring time by March 2017 and begin implementing new initiatives in the summer of 2017.	09-30-2017

Develop and utilize data to drive improvements in the procurement processes	OCA will collaborate with OCP to design tracking mechanism for key procurement issues such as contracts requiring retroactive approval and cancelled solicitations. In addition, OCA will with OCP to launch a dashboard to measure and improve procurement health.	09-30-2017
Research the possibility of increasing workforce-specific engagement programs in DC	OCA will research workforce-specific engagement programs, e.g. Department of Public Works' adult education program, and examine the feasibility to replicate these programs in other agencies. OCA will make a proposal as to how and where to expand the programs in FY 2018.	07-31-2017
Grants Management (2 Strategic initiative-operation links)		
Grants Management Policies and Procedures Manual	During FY 17, the Division of Grants Management will create and publish a District-Wide Grants Management Policies and Procedures Manual. The purpose of the Grants Management Policies and Procedures manual is to strengthen the grants management practices of the District to provide employees and other interested parties with an accessible source of information regarding the grant policies and procedures for the District of Columbia. The manual will serve as a training resource for new and current employees whose job duties involve grant writing or grant management. This manual will limit the District's exposure to grant related legal liabilities, and improve the efficiency and impact of programs and services funded through grants. The manual is expected to be released by September 30, 2017.	09-30-2017
Single Audit Remediation	To help ensure that the District government carries out its responsibilities in the Single Audit process in a timely and comprehensive manner and to help prevent the recurrence of single audit findings, the Division of Grants Management will establish a Single Audit Committee and Sourcebook during FY 17. The Single Audit Committee will meet throughout the Single Audit process to ensure that information is provided to the auditor in a timely and comprehensive manner. The committee will also conduct a comprehensive analysis of each reported finding and will review corrective action plans submitted by the agencies. As necessary, progress meetings will be scheduled with agencies throughout the year to ensure that the remediation plans are being implemented in a timely manner and to help proactively identify and resolve issues which may threaten timely resolution of findings. The Single Audit Sourcebook will outline roles and responsibilities in the Single Audit Process and also provide information and guidance on the Single Audit Remediation Process.	09-29-2017
OFFICE OF AGENCY OPERATIONS (1 Strategic Initiative-Operation Link)		
OFFICE OF PERFORMANCE MANAGEMENT (10 Strategic initiative-operation links)		
Implement The Lab @ DC	The Lab @ DC will provide capacity to: (1) translate evidence from academic and private research into concrete policy and program interventions; (2) connect, analyze, and make open administrative data; and (3) conduct high-quality evaluations—including randomized evaluations and rapid, iterative experimentation—to continually test and improve policy.	12-30-2016
Develop a research data sandbox	The RDS is a strategy, closely aligned with the District's Data Policy, to unlock the District's administrative data for purposes of evidence and evaluation activities, with two core components. The first, to be executed in partnership with the Office of the Chief Technology Officer (OCTO), is technological: to explore the creation of a secured data warehouse wherein agencies can upload their data, such that credentialed researchers can efficiently access and use the data for designated purposes. The second, also with OCTO, is procedural: work on the development and approval of a standardized process for agencies to upload data, and for researchers to gain access privileges.	09-29-2017
Create a SuperPublic space in DC.	A SuperPublic space is a place where local and federal government can come together with private, non-profit and academic entities to solve challenges through open-innovation. The concept was first created in Paris and brought to the US by the GSA with the first SuperPublic site in San Francisco. Fin FY 17, OCA will partner with OCTO and GSA to create a SuperPublic space in DC and develop three focus areas for work on.	09-29-2017
Pilot a new open science-open government framework.	The OCA is committed to applying the highest scientific standards to its evidence and evaluation projects. This includes implementing procedures to pre-register and peer-review how key empirical projects will be designed and analyzed. Such procedures can improve the quality of the work by incorporating feedback in advance as well as enhance transparency and accountability by providing a clear, public window into what we seek to learn, how we will learn it, and what the obtained data will—and will not—be able to tell us. We will also pilot a new method of engaging the input and wisdom of residents in this process. In particular, OCA scientists will present their planned work at public forums in order to answer questions and solicit feedback on, for example, what type of data or information would be most useful in informing their preferences for policy or program choices.	09-29-2017
Formpalooza	Individuals and firms interact with their government by way of forms—paper and online documents that serve as portals to applying for benefits, securing permits, filing complaints, paying tickets, and countless other activities. A form that is difficult to use can cause annoyance, waste time, and prompt errors, which collectively undermine the quality of customer service. The OCA will coordinate a "Form-A-Palooza," wherein we use insights from the behavioral sciences and rapid A/B testing to systematically improve the quality of District form processes. A set of the highest priority forms will be selected in the opening year and targeted for improvement.	09-22-2017
Consolidated Survey Platform	The OCA will spearhead creation of a centralized survey platform, which will empower improvements in customer service by more efficiently and effectively soliciting feedback from residents. The platform would be delivered by a singularly marketed website and mobile device application, as well as through a survey team that will go door-to-door to make the online portal accessible to those unlikely to use the website or mobile app. Residents will have a streamlined and easy user experience, wherein they are periodically asked for feedback on a range of topics, such as the quality of customer service during a recent government transaction. The investment in a consolidated platform, with dedicated survey team, will achieve substantial cost savings, increase the quality of the information collected, and empower entirely new types of data collection.	09-29-2017

Design a centralized online portal for public space rental across District Agencies	The Office of Performance Management (OPM) will oversee the creation of a centralized online portal for public space rental across District agencies. In addition to the new, online portal, a set of standardized public space utilization policies and procedures for key district agencies will be developed. OPM and agency stakeholders will develop the policies. The Deputy Mayor for Education (DME) will chair an external advisory committee (composition TBD) to review the newly developed policies; committee members will be those intimately involved in public space rental (e.g. District agency staff, users of school facilities, recreation centers, etc.). Improving the District's public space utilization policies and procedures and introducing a new, more user-friendly online rental portal will result in better customer service for residents and visitors. Additionally, new policies will promote the optimization of space and its equitable use. DME, OCTO, DPR, DCPS, and DCPL will be significant partners in the project.	05-31-2017
Mayor's Dashboard Re-Design	In FY17, the Office of Performance Management (OPM) will complete a redesign of the Mayor's weekly dashboard. The new design will be updated to current design standards, and will present data in a cleaner, simpler format for consumption by the Mayor, City Administrator and senior staff.	09-29-2017
Develop a scorecard for vendors in the District of Columbia's workforce system	In FY17, the Office of Performance Management (OPM) will work with District agencies and the WIC (Workforce Investment Council) to develop a scorecard for vendors in the District's workforce system. This online scorecard, which is required by the Workforce Innovation and Opportunity Act (WIOA), will allow District residents to choose workforce vendors that meet their unique needs; District agencies to measure the performance and quality of workforce vendors; and the District as a whole to better allocate resources in the workforce system.	09-29-2017
311 System Improvements	OCA will work with agencies such as OUC, DDOT, DPW, DMV and DCRA to improve communications from 311 to customers in order to be more accurate and responsive, examine and re-engineer business processes to streamline agency services and service requests through 311, add key customer facing agencies to 311, such as the Department of Consumer and Regulatory Affairs, to 311 in FY 17.	09-30-2017
OFFICE OF PUBLIC PRIVATE PARTNERSHIPS (2 Strategic initiative-operation links)		
Full implementation of the P3 Office	DC OP3's first full year will see the approval of our Rules, the selection of pools of expert advisors and the finalization of the procurement process for the first round of public-private partnerships here in the District.	09-30-2017
Phase One of Major P3 Project Procurements	DC OP3 will complete the first phases of project development of major infrastructure projects including Street Lighting Modernization, the Daly Building Renovation and a Corrections Center. DC OP3 will also be rolling-out our larger pipeline of possible projects for the P3 method. This project pipeline will include projects across the social infrastructure spectrum and in all part of the District.	09-30-2017
Resilient Cities (1 Strategic Initiative-Operation Link)		
Create a comprehensive, city-wide resilience strategy for the District	In FY 17, the Office of the City Administrator will lead the development of a city-wide resilience strategy that integrates, supports and supplements established District plans to produce a holistic roadmap for improved urban resilience. The plan will focus on solutions in key areas identified by the District as part of its inclusion in the 100 Resilient Cities global network: terrorism, flooding, infrastructure failure, heatwave, affordable housing shortage, inequity and over-reliance on a single industry. OCA will establish a Chief Resilience Officer to lead the plan development effort and an advisory body of expert stakeholders to provide input. OCA will also develop and hold a major public-engagement forum in FY17 for the purpose of allowing the general public to help set the strategic agenda for the plan. The CRO will work to integrate all input to craft new, supportive action items that focus on interagency and cross-sector approaches.	09-30-2017

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Attachment B:

Office of the City Administrator Organizational Chart



