

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the City Administrator



Rashad M. Young
City Administrator

February 23, 2016

The Honorable Phil Mendelson, Chairman
Council of the District of Columbia
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

By letter dated January 11, 2016, you requested that the Office of the City Administrator (“OCA”) provide responses to a series of questions in preparation for the Committee of the Whole’s Monday, March 7, 2016, oversight hearing on the performance of OCA during fiscal years 2015 and 2016 (to date).

Answers to those questions are provided in the enclosed document.

If you have any additional questions, or need any additional information, please do not hesitate to contact me at 202-727-7316 or have your staff contact Barry Kreiswirth, General Counsel and Senior Policy Advisor, at 202-615-2091.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rashad M. Young', with a long horizontal flourish extending to the right.

Rashad M. Young

Enclosure

**OCA RESPONSES
TO PERFORMANCE OVERSIGHT
PRE-HEARING QUESTIONS**

1. **Question:** Please provide, as an attachment to your answers, a current organizational chart for your agency with the number of vacant and filled FTEs marked in each box. Include the names of all senior personnel, if applicable. Also include the effective date on the chart.

Response: Please see Attachment A.

2. **Question:** Please provide, as an attachment, a Schedule A for your agency which identifies all employees by title/position, current salary, fringe benefits, and program office as of January 10, 2016. The Schedule A also should indicate any vacant positions in the agency. Please do not include social security numbers.

Response: Please see Attachment B.

3. **Question:** Please list all employees detailed to or from your agency, if any. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee’s projected date of return.

Response: One employee is detailed to the OCA from another agency. Information regarding that employee is provided in the chart below. No employee of the OCA is detailed to another agency.

DETAILED EMPLOYEES					
Employee Name	Detailed From	Detailed To	Reason for Detail	Date of the Detail	Projected Date of Return
Sharona Morgan	Department of Consumer and Regulatory Affairs	OCA	To assist with administrative functions	1/2/2015	TBD

In addition, two employees of the Office of the Chief Technology Officer (Dartanion Williams and Richard Dietz) are currently located at OCA, assisting with information technology projects.

4. **Question:** (a) For fiscal year 2015, 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.

(b) For fiscal year 2016, please list each employee whose salary is or was \$110,000 or more. For each employee listed provide the name, position title, salary and amount of any overtime and/or bonus pay as of the date of your response.

Response: Please see the following charts:

SALARIES ABOVE \$110,000			
Fiscal Year 2015			
Employee Name	Position Title	Salary	Overtime and/or Bonus Pay
Young, Rashad	City Administrator	\$295,000	\$0
Perry, Beverly	Senior Advisor	198,500	0
Shorter, Christopher	Director of Agency Operations	168,500	0
Kreiswirth, Barry	Senior Legal Advisor	149,500	0
Drane, LaDavia	Director, Federal and Regional Affairs	142,000	0
Aqui, Dean	Supervisory Attorney Advisor	136,767	0
Levy, Michael	Supervisory Attorney Advisor	127,823	0
Bell, Melanie	Management and Program Analysis Officer	124,677	0
Yeung, Sing Chuen	Management and Program Analysis Officer	121,367	0
Johnson, Repunzelle	Attorney Advisor	117,990	0
Naylor, Kathryn	Attorney Advisor	117,900	0

SALARIES ABOVE \$110,000			
Fiscal Year 2016			
Employee Name	Position Title	Salary	Overtime and/or Bonus Pay
Young, Rashad	City Administrator	\$295,000	\$0
Brown, Matthew*	Budget Director	175,100	0
Sims Jr., Lionel	Director, OLRCB	161,195	0
McGaw, John*	Deputy Budget Director	160,019	0
Birch, Nelsie	Director of Agency Operations	159,650	0
Kreiswirth, Barry	Senior Legal Advisor	153,985	0
Constantino, Justin*	Deputy Budget Director	151,023	0
Miller Gabriel, Seth	Director, OP3	147,500	0
Reed, Jennifer	Chief Performance Officer	142,098	0
Aqui, Dean	Supervisory Attorney Advisor	140,870	0
Murray, Christopher*	Senior Budget Analyst	139,644	0
Levy, Michael	Supervisory Attorney Advisor	131,657	0
Bullock, Repunzelle	Attorney Advisor	124,906	0
Naylor, Kathryn	Attorney Advisor	121,529	0
Gluckman, Judah	Performance Analyst	115,000	0
Daniels, Brandon	Performance Analyst	110,874	0

* Employees of the Executive Office of the Mayor (EOM) in fiscal year 2015.

5. **Question:** Please list, in descending order, the top 25 overtime earners in your agency for fiscal year 2015. For each, state the employee's name, position or title, salary and aggregate overtime pay.

Response: Please see the following chart:

Overtime			
Fiscal Year 2015			
Employee Name	Position	Salary	Aggregate Overtime Pay
David Williams	Program Analyst	\$62,200	\$179.42

6. **Question:** For fiscal years 2015 and 2016 (to date), please provide a list of employee bonuses or special award pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay.

Response: No employee received bonus or special pay in fiscal year 2015 or 2016 (to date).

7. **Question:** For fiscal year 2016 (to date), please list each employee separated from the agency with separation pay. State the amount and number of weeks equivalents. Also, for each, state the reason for the separation.

Response: No employee was separated from the OCA with separation pay in fiscal year 2016 (to date).

8. **Question:** For fiscal years 2015 and 2016 (to date), please state the total number of employees receiving worker's compensation payments.

Response: No employee of the OCA received worker's compensation payments in fiscal year 2015 or 2016 (to date).

9. **Question:** For fiscal years 2015 and 2016 (to date), please list, in chronological order, all intra-District transfers to or from the agency.

Response: Please see the charts below:

INTRA-DISTRICT TRANSFERS				
Fiscal Year 2015				
Seller	Buyer	Period	Amount of MOU	Purpose of Intra-District Transfer
OCA	FEMS	10/1/2014 to 9/30/2015	\$58,000	To provide oversight and assistance to FEMS
OLRCB	OSSE	10/1/2014 to 9/30/2015	\$225,000	To provide labor relations and collective bargaining services to OSSE
OCA	OSSE	10/1/2014 to 9/30/2015	\$393,154	To perform oversight of student transportation performance
OLRCB	OAH	10/1/2014 to 9/30/2015	\$50,000	To provide labor relations and collective bargaining services to OAH
OLRCB	DCPL	10/1/2014 to 9/30/2015	\$70,000	To provide labor relations and collective bargaining services to DCPL
OLRCB	UDC	10/1/2014 to 9/30/2015	\$30,000	To provide labor relations and collective bargaining services to UDC
OLRCB	NFPHC	10/1/2014 to 9/30/2015	\$300,000	To provide labor relations and collective bargaining services to NFPHC

INTRA-DISTRICT TRANSFERS				
Fiscal Year 2016 (to date)				
Seller	Buyer	Period	Amount of MOU	Purpose of Intra-District Transfer
OLRCB	OAH	10/1/2015 to 9/30/2016	\$50,000	To provide labor relations and collective bargaining services to OAH
OLRCB	DCPL	10/1/2015 to 9/30/2016	\$70,000	To provide labor relations and collective bargaining services to DCPL
OLRCB	UDC	10/1/2015 to 9/30/2016	\$30,000	To provide labor relations and collective bargaining services to UDC
OLRCB	NFPHC	10/1/2015 to 9/30/2016	\$300,000	To provide labor relations and collective bargaining services to NFPHC

10. **Question:** Please list, in chronological order, every reprogramming of funds into and out of the agency for fiscal years 2015 and 2016 (to date). Include a “bottom line” that explains the revised final budget for your agency. For each reprogramming, list the reprogramming number, the date, the amount and the rationale.

Response: Please see the charts below:

REPROGRAMMINGS				
Fiscal Year 2015				
Reprogramming Number	Reprogramming In/Out	Date	Amount	Rationale
BJAE0001	In	2/12/2015	\$150,000	Budget authority only (for NFPHC MOU)
BJAE0005	In	3/4/2015	\$455,893.78	Severance pay for separated employees; Mayoral and Attorney General transition-related expenses
BJAE0015	In	6/18/2015	\$150,000	Budget authority only (for NFPHC MOU)
BJAE0AS0	In	9/1/2015	\$30,000	Budget authority only (for UDC MOU)
BJAE0BA1	Out	10/20/2015	\$150,000	Records storage fees

REPROGRAMMINGS				
Fiscal Year 2016 (to date)				
Reprogramming Number	Reprogramming In/Out	Date	Amount	Rationale
BJUP00001	In	11/18/2015	\$295,000	Development of budget transparency website and District fee study

11. **Question:** For fiscal years 2015 and 2016 (to date), please identify any special purpose revenue funds maintained by, used by, or available for use by your agency. For each fund

identified, provide: (1) the revenue source name and code; (2) the source of funding; (3) a description of the program that generates the funds; (4) the amount of funds generated annually by each source or program; and (5) expenditures of funds, including the purpose of each expenditure.

Response: Please see the charts below. The special purpose revenue funds listed in the charts are intra-District funds transferred from agencies not using the District’s financial to the Office of Labor Relations and Collective Bargaining, in association with memorandums of understanding between the agencies and OLRCB by which OLRCB provides labor relations and collective bargaining services to those agencies.

SPECIAL PURPOSE REVENUE Fiscal Year 2015				
Revenue Source Name & Code	Source of Funding	Description of Program Generating Funding	Amount of Funds Generated Annually by Each Source or Program	Expenditures of Funds, Including the Purpose of Each Expenditure
University of District of Columbia 0602	Check	OLRCB	One-Time Payment	To provide labor relations and collective bargaining services to UDC
Not-for-Profit Hospital Corporation	Check	OLRCB	One-Time Payment	To provide labor relations and collective bargaining services to NFPHC

SPECIAL PURPOSE REVENUE Fiscal Year 2016 (to date)				
Revenue Source Name & Code	Source of Funding	Description of Program Generating Funding	Amount of Funds Generated Annually by Each Source or Program	Expenditures of Funds, Including the Purpose of Each Expenditure
University of District of Columbia 0602	Check	OLRCB	One-Time Payment	To provide labor relations and collective bargaining services to UDC
Not-for-Profit Hospital Corporation	Check	OLRCB	One-Time Payment	To provide labor relations and collective bargaining services to NFPHC

12. **Question:** Please list all memorandums of understanding (MOU) either entered into by your agency during fiscal years 2015 and 2016 (to date). For each, describe its purpose, indicate the date entered, and provide the actual or anticipated termination date.

Response: The charts provided in response to Question 9 list all memorandums of understanding entered into by OCA during fiscal years 2015 and 2016 (to date).

13. **Question:** D.C. Law requires the Mayor and the Chief Financial Officer to submit to the Council, simultaneously with a proposed budget submission, actual copies of all agency budget enhancements requests, including the “Form B” for all District agencies (See D.C. Code § 47-318.05a). In order to help the Committee understand agency needs, and the cost of those needs to your agency, please provide, as an attachment to your answers, all budget enhancement requests submitted by your agency to the Mayor or Chief Financial Officer as part of the budget process for fiscal years 2015 and 2016 (to date).

Response: All proposed modifications to the OCA’s budget are included in the Mayor’s budget submissions to the Council and in reprogramming requests submitted to the Council and/or Chief Financial Officer.

14. **Question:** Please list each grant or sub-grant received by your agency in fiscal years 2015 and 2016 (to date). List the date, amount, purpose of the grant or sub-grant received, and explain how the grant is allocated if it is a multi-year grant.

Response: The OCA received no grants or sub-grants in fiscal year 2015 or 2016 (to date).

15. **Question:** Please list all currently open capital projects for your agency as of the date of your response, including those projects that are managed or overseen by another agency or entity. Include a brief description of each, the total estimated cost, expenditures to date, the start and completion dates, and the current status of the project. Also, indicate which projects are experiencing delays and which require additional funding.

Response: The OCA does not have any open capital projects.

16. **Question:** Please list all pending lawsuits that name your agency as a party. Please identify which cases on the list are lawsuits that potentially expose the city to significant liability in terms of money and/or change in practices. The Committee is not asking for your judgment as to the city’s liability; rather, we are asking about the extent of the claim. For those claims identified, please include an explanation about the issues for each case.

Response: According to information provided by the Office of the Attorney General, there are no pending lawsuits that name the OCA as a party.

- 17a. **Question:** Please list and describe any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed at any time in fiscal years 2015 or 2016 (to date).

Response: We are aware of no investigations, studies, audits, or reports on the OCA or any employee of OCA that were completed in fiscal years 2015 or 2016 (to date).

- 17b. **Question:** Please list and describe any ongoing investigations, audits, or reports of your agency or any employee of your agency.

Response: We are aware of no pending investigations, studies, audits, or reports on the OCA or any employee of the OCA.

18. **Question:** Please list, in chronological order, all employee grievances filed against your agency in fiscal years 2015 and 2016 (to date). Also, list any earlier grievance that is still pending in any judicial forum. For each, give a brief description of the matter as well as the current status.

Response: We are aware of no employee grievances filed against the OCA in fiscal year 2015 or 2016 (to date).

19. **Question:** In table format, please provide the following information for fiscal years 2015 and 2016 (to date) regarding the agency’s use of Smart Pay (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: A list of OCA employees with purchase cards for fiscal years 2015 and 2016 (to date) is included in the following chart:

Purchase Cards Fiscal Year 2015			
Name	Position/Title	Purchase Limits	Total Spent
Lance Holt	Staff Assistant	\$5,000	\$73,133.64
Mary Redfearn	Executive Assistant	\$5,000	\$43,352.70
Purchase Cards Fiscal Year 2016 (to date)			
Name	Position/Title	Purchase Limits	Total Spent
Lance Holt	Staff Assistant	\$5,000	\$44,914.86
Mary Redfearn	Executive Assistant	\$5,000	\$4,586.60

- 20a. **Question:** In table format, please provide the following information for fiscal years 2015 and 2016 (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: Please see the charts below:

CELLULAR PHONES AND MOBILE DEVICES Fiscal Year 2015*			
Name	Position	Device(s)	Total Annual Expense
Timothy Banner	Executive Assistant	Cell phone	\$54.39 monthly
Melanie Bell	Program Manager	Cell phone iPad	\$54.39 monthly \$33.01 monthly
Nelsie Birch	Strategic Officer	Cell phone	\$54.39 monthly
Matthew Brown	Budget Director	Cell phone	\$55.30 monthly
Vicki Brown	Staff Assistant	Cell phone	\$54.39 monthly

Lucian Coleman	Program Manager	Cell phone	\$54.39 monthly
Brandon Daniels	Performance Analyst	Cell phone	\$54.39 monthly
Olivia Dedner	Director of Communications	Cell phone	\$61.38 monthly
Kevin Donahue	Deputy City Administrator/ Deputy Mayor for Public Safety and Justice	Cell phone iPad	\$80.37 monthly \$33.01 monthly
MeghanMarie Fowler-Finn	Performance Analyst	Cell phone	\$57.89 monthly
Anthony Gamblin	Budget Analyst	Cell phone	\$57.89 monthly
Sean Garrick	Special Assistant	Cell phone	\$54.39 monthly
Helder Gil	Legislative Analyst	Cell phone	\$54.39 monthly
Jason Harris	Program Analyst	Cell phone	\$55.30 monthly
Magdalene Harris	Management Analyst	Cell phone	\$54.39 monthly
Timothy Hatton	Budget Analyst	Cell phone	\$54.39 monthly
Kasmin Holt	Performance Analyst	Cell phone	\$71.89 monthly
Wendell Holt	Staff Assistant	Cell phone	\$51.42 monthly
Barry Kreiswirth	General Counsel and Senior Policy Advisor	Cell phone	\$57.89 monthly
John McGaw	Director of Capital Budget	Cell phone	\$54.39 monthly
Lyndsey Miller- Vierra	Program Analyst	Cell phone	\$57.89 monthly
Nathan Mulat	Program Analyst	Cell phone	\$54.39 monthly
Christina Murphy	Program Analyst	Cell phone	\$57.89 monthly
Beth Rader	Staff Assistant	Cell phone	\$54.39 monthly
Jennifer Reed	Chief Performance Officer	Cell phone	\$54.39 monthly
Ayana Rockett	Program Analyst	Cell phone	\$64.88 monthly
Phoebe Robinson	Staff Assistant	Cell phone	\$54.39 monthly
Chris Shorter	Director of Agency Operations	Cell phone	\$33.01 monthly
Emile Thompson	Policy Analyst	Cell phone	\$57.89 monthly
Sing Chuen Yeung	Program Manager	Cell phone iPad	\$54.39 monthly \$33.01 monthly
Rashad Young	City Administrator	Cell phone iPad	\$177.89 monthly**, \$33.01 monthly
Jason Yuckenberg	Program Manager	Cell phone iPad	\$54.39 monthly \$33.01 monthly

Note: Chart does not include OLRCB employees.

* Includes employees employed after January 2, 2015.

** Included international package.

CELLULAR PHONES AND MOBILE DEVICES			
Fiscal Year 2016 (to date)			
Name	Position	Device(s)	Total Annual Expense
Tim Banner	Executive Assistant	Cell phone	\$54.39 monthly
Nelsie Birch	Director of Agency Operations	Cell phone	\$54.39 monthly
Matt Brown	Budget Director	Cell phone	\$55.30 monthly
Brandon Daniels	Performance Analyst	Cell phone	\$54.39 monthly
Olivia Dedner	Director of Communications	Cell phone	\$61.38 monthly
MeghanMarie Fowler-Finn	Performance Analyst	Cell phone	\$57.89 monthly
Anthony Gamblin	Budget Analyst	Cell phone	\$57.89 monthly
Sean Garrick	Special Assistant	Cell phone	\$54.39 monthly
Judah Gluckman	Deputy Director, OP3	Cell phone	\$57.89 monthly
Jason Harris	Program Analyst	Cell phone	\$55.30 monthly
Tim Hatton	Budget Analyst	Cell phone	\$54.39 monthly

Kasmin Holt	Performance Analyst	Cell phone	\$54.93 monthly
Lance Holt	Staff Assistant	Cell phone	\$51.42 monthly
Lia Katz	Performance Analyst	Cell phone	\$54.39 monthly
Barry Kreiswirth	General Counsel and Senior Policy Advisor	Cell phone	\$57.89 monthly
Stephanie Maltz	Policy Analyst	Cell phone	\$54.39 monthly
John McGaw	Deputy, Director OBF	Cell phone	\$54.39 monthly
Lyndsey Miller-Vierra	Program Analyst	Cell phone	\$57.89 monthly
Seth Miller Gabriel	Director, OP3	Cell phone	\$57.89 monthly
Nathan Mulat	Program Analyst	Cell phone	\$54.39 monthly
Christina Murphy	Program Analyst	Cell phone	\$57.89 monthly
Jennifer Reed	Chief Performance Officer	Cell phone	\$54.39 monthly
Ayana Rocket	Program Analyst	Cell phone	\$64.88 monthly
Sam Quinney	Performance Analyst	Cell phone	\$64.94 monthly
Jacob Wong	Performance Analyst	Cell phone	\$64.94 monthly
Rashad Young	City Administrator	Cell phone. iPad	\$54.39 monthly, \$33.01 monthly

Note: Chart does not include OLRCB employees.

20b. **Question:** 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 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. The Office has also significantly reduced its issuance and use of iPads.

21a. **Question:** Does your agency have or use one or more government vehicles? If so, for fiscal years 2015 and 2016 (to date), please list these vehicles. You may group the vehicles by category (e.g., 15 sedans, 33 pick-up trucks, three transport buses, etc.).

Response: Please see the chart below:

GOVERNMENT VEHICLES	
Fiscal years	Vehicles
2015	1 Dodge Caravan, 1 Dodge Durango*
2016 (to date)	1 Dodge Caravan, 1 Dodge Durango*

*The Dodge Durango is provided to OCA through HSEMA.

Note: The OCA also has access to vehicles through the EOM Support Services unit for individual trips.

21b. **Question:** Please list all vehicle accidents involving your agency’s vehicles for fiscal years 2015 and 2016 (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: There were no vehicle accidents involving the OCA's vehicles for fiscal years 2015 and 2016 (to date).

22. **Question:** 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 year 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: There were no charge-backs for settlements or judgments in fiscal years 2015 and 2016 (to date).

- 23a. **Question:** District 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: The OCA is in compliance with the chauffeur, take-home vehicle, and sport utility vehicle (SUV) requirements of D.C. Official Code §§ 50-203 and 50-204. As indicated in the response to Question 21a, the OCA has one SUV assigned for its use; however, due to the responsibilities of the OCA, that vehicle is needed for emergency response purposes and for transportation during weather events.

- 23b. **Question:** 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 chauffeur or take-home status.

Response: Please see the responses to Questions 21a and 23a.

24. **Question:** In table format, please provide the following information for fiscal years 2015 and 2016 (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).

Response: Please see the charts below:

AGENCY TRAVEL			
Fiscal Year 2015			
Name	Position/Title	Purpose	Total Spent
Rashad Young	City Administrator	March 4-5, 2015 New York, New York Attend Wall Street rating agency meeting	\$1,156.00
Matt Brown	Director, Office of Budget and Finance	March 4-5, 2015 New York, New York Attend Wall Street rating agency meeting	\$1,156.00

Rashad Young	City Administrator	April 22-26, 2015 Tampa, Florida Attend the National Forum for Black Public Administrators' conference	\$842.00
Rashad Young	City Administrator	May 16-19, 2015 Las Vegas, Nevada Attend the International Council of Shopping Centers (ICSC) annual conference	\$2,151.35
Chris Shorter	Director of Agency Operations	May 30 – June 6, 2015 Charlottesville, Virginia Attend the International City/County Management Association (ICMA) senior executive institute	\$3,990.77
Repunzelle Bullock	Attorney Advisor, OLR CB	June 15-17, 2015 Cambridge, Massachusetts Attend executive education program on negotiations	\$4,375.40
Kaitlyn Girard	Attorney Advisor, OLR CB	March 15-18, 2015 Clearwater, Florida Attend the North American Association of Education conference	\$1,591.20
Michael Levy	Supervisory Attorney Advisor, OLR CB	March 15-18, 2015 Clearwater, Florida Attend the North American Association of Education conference	\$2,209.00

AGENCY TRAVEL Fiscal Year 2016 (to date)			
Name	Position/Title	Purpose	Total Spent
Rashad Young	City Administrator	October 28-30, 2015 San Diego, California Attend the Urban Libraries Council annual conference	\$360.00
MeghanMarie Fowler-Finn	Performance Analyst	January 19-20, 2016 Arlington, Virginia City and county performance summit	\$395.00

25. Please provide and itemize, as of January 10, 2016 the current number of When Actually Employed (WAE), term and contract personnel within your agency. If your agency employs WAE or term personnel, please provide, in table format, the name of each employee, position title, the length of his or her term, the date on which he or she first started with your agency, and the date on which his or her current term expires.

Response: OCA does not employ any WAE or contract personnel. OCA's term employees are listed in the following chart:

TERM EMPLOYEES as of January 10, 2016					
Employee Name	Position Title	Type	Length of Term	Start Date with Agency	Term Expiration Date
Harris, Jason	Program Analyst	Term	13 months	02/11/15	03/11/16

Palmer, Paris	Administrative Assistant	Term	13 months	04/13/15	05/13/16
Maltz, Stephanie	Policy Analyst	Term	13 months	01/02/15	09/30/16
Dedner, Olivia	Communications Director	Term	13 months	03/23/15	04/22/16
Modi, Jitain	Program Analyst	Term	13 months	07/27/15	08/26/16

26. **Question:** Please provide, as an attachment, a copy of your agency’s current annual performance plan.

Response: Please see Attachment C.

27. **Question:** What are your top five priorities for the agency? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in fiscal years 2016 and 2017.

Response: The overarching goal of the OCA is to continuously improve the operations of the District government and to increase the effectiveness and efficiency of services delivered to District residents. Five of the major goals of the OCA during the next 12 months are the following:

1. *Strengthen the District’s performance-management system.* One of the OCA’s key goals in FY16 is to further strengthen the District’s performance-management system. In order to help achieve this goal, the OCA is revising the structure for agency performance plans so that agencies will be able to better communicate the work they perform and the actions they will take to improve their performance. In addition, each agency will be required to include in its performance plan an objective on good governance and certain metrics standardized across all agencies, which are being developed by OCA. The restructuring will also provide an opportunity for agencies to update objectives, key performance indicators, and workload measures. In addition, the OCA and deputy mayors will meet with agencies at least once per quarter to assess the agencies’ progress in achieving the goals in their performance plans. These meetings will help identify areas where further focus or resources is needed and will also allow agencies to consider adjustments to their plans to reflect factors that arise after the performance plan is published, such as new laws or newly identified problem areas. The OCA is also working with deputy mayors and agencies to develop cross-sector performance goals that will require multiple agencies to develop strategies and work together to achieve long-term progress on critical issues facing the District. These goals will also be incorporated into the agencies’ performance plans.

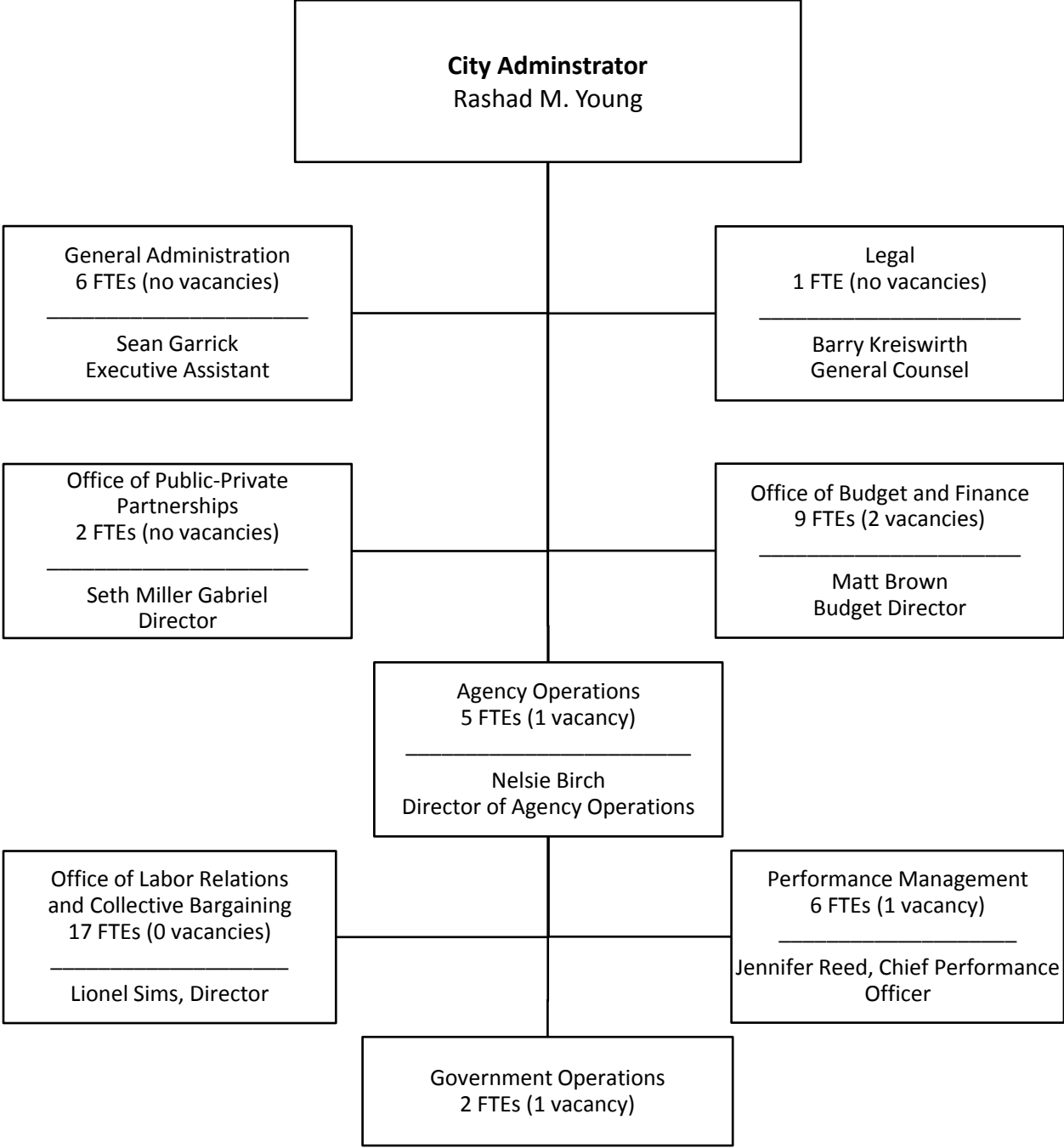
2. *Implement an applied-research program.* In FY16, the OCA will develop an applied research program within the OCA’s Office of Performance Management. Applied research uses evidence and insights from the social and behavioral sciences to evaluate programs and develop practical solutions to real-world problems. The OCA’s applied research projects may include the development of experimental procedures and the statistical analysis of the results of those

procedures against the existing, “control” procedures; in-depth research into the procedures and results of a specific agency program; and joint projects with universities and other non-profit participants. The ultimate goal of the applied research program is to assist agencies in revising their business process and procedures in order to improve outcomes and to increase the efficiency and effectiveness of District government programs and services. Some of the initial projects the applied research team will work on include a study on the impacts of body worn cameras and improvements to the small businesses assistance program.

3. *Improve the quality and accountability of the contracting process.* In fiscal year 2015, the OCA established the Procurement Accountability Review Board (PARB) to help improve the quality, efficiency, and integrity of the District’s contracting process. In fiscal year 2016, the OCA and the Office of Contracting and Procurement (OCP) are taking a number of additional steps to improve the quality and accountability of the contracting process. First, the OCA is working with OCP to refine the issues that are reviewed by the PARB and to track all corrective actions identified at the PARB meetings to ensure that those actions are completed in an appropriate and timely manner. The OCA and OCP are also expanding the scope of their contracting oversight to include agencies that are not directly under the Chief Procurement Officer’s authority. Recurring contract issues with those agencies, such as retroactive contract actions and stop-gap procurements, will be referred to the PARB. In addition, OCA and OCP will provide guidance to those agencies to help ensure that best practices are implemented. OCA and OCP are also working to better track contracting actions before any issues arise. In particular, OCA and OCP are collaborating on the implementation of information technology (IT) systems that will track the contracting process from the requisition stage to the invoice payment stage. These IT systems will give contracting officers, agency directors, deputy mayors, and the OCA an enterprise-level view of mission-critical contracts as they move through the entire contracting process.
4. *Make the District government market-ready for public-private partnership projects.* During fiscal year 2016, OCA’s Office of Public-Private Partnerships (OP3) will make the District government market-ready to engage private sector partners in innovative infrastructure project delivery through the public-private partnership model. This effort will include the promulgation of OP3’s guidelines and procedures and the development of a pipeline of potential public-private partnership projects. The OP3 will also build the internal capacity of the District government to carry out public-private partnerships. Capacity building will include educating District agencies on the possibilities afforded by the public-private partnership model, outreach to community stakeholders to identify key infrastructure needs, and increased interaction with potential private sector partners.

5. *Improve the transparency of the District's finances and budget process.* One of the OCA's main goals is to increase the transparency of government operations. In fiscal year 2016, the OCA is working with the Office of the Chief Financial Officer on a new transparency tool that will help transform the way the District's financial information is shared with the public. The software is being developed by technology experts who have specialized in providing access to complicated financial systems like the District's System of Accounting and Reporting (SOAR). Through this transparency project, the District's financial information will be presented in a simple-to-use, web-based portal that will allow the public to directly access program-level financial data, such as expenditures on the District's trash removal program, its homeless service programs, or even expenditures at the level of a specific school. In addition, the OCA in fiscal year 2016 will again host several budget engagement forums throughout the District prior to the Mayor's submission of the proposed FY 2017 budget and financial plan to the Council. The forums will provide the public an opportunity to have meaningful input into the executive's budget formulation process.

**Attachment A:
OCA Organizational Chart**



**Attachment B:
OCA Schedule A**

Title	Name	Vacancy Status	Salary	Department Name	Reg/Temp/Term
Supervisory Attorney Advisor	Aqui, Dean	F	\$140,870	Office of Labor Relations and Collective Bargaining	Reg
Executive Assistant	Banner, Timothy	F	83,134	Office of the City Administrator	Reg
Attorney Advisor	Barker, Adessa	F	74,464	Office of Labor Relations and Collective Bargaining	Reg
Strategic Officer	Birch, Nelsie	F	159,650	Office of the City Administrator	Reg
Attorney Advisor	Brown, Herman	F	84,080	Office of Labor Relations and Collective Bargaining	Reg
Budget Director	Brown, Matthew	F	175,100	Office of the City Administrator	Reg
Attorney Advisor	Bullock, Repunzelle	F	124,906	Office of Labor Relations and Collective Bargaining	Reg
Deputy Budget Director	Constantino, Justin	F	151,023	Office of the City Administrator	Reg
Performance Analyst	Daniels, Brandon	F	110,874	Office of the City Administrator	Reg
Communications Director	Dedner, Olivia	F	83,134	Office of the City Administrator	Term
Program Analyst	Fowler-Finn, Meghan Marie	F	96,341	Office of the City Administrator	Reg
Budget Analyst	Gamblin, Anthony	F	75,589	Office of the City Administrator	Reg
Executive Assistant	Garrick, Sean	F	106,090	Office of the City Administrator	Reg
Attorney Advisor	Gerst, Andrew	F	81,676	Office of Labor Relations and Collective Bargaining	Reg
Attorney Advisor	Girard, Kaitlyn	F	88,553	Office of Labor Relations and Collective Bargaining	Reg
Performance Analyst	Gluckman, Judah	F	115,000	Office of the City Administrator	Reg
Program Analyst	Harris, Jason	F	68,294	Office of the City Administrator	Term
Attorney Advisor	Harris, Vincent	F	76,868	Office of Labor Relations and Collective Bargaining	Reg
Attorney Advisor	Hathaway, Charles	F	85,695	Office of Labor Relations and Collective Bargaining	Reg
Budget Analyst	Hatton, Timothy	F	75,589	Office of the City Administrator	Reg
Performance Analyst	Holt, Kasmin	F	82,400	Office of the City Administrator	Reg
Staff Assistant	Holt, Wendell	F	81,014	Office of the City Administrator	Reg
Administrative Officer	Kaiser Dark, Phyllis	F	87,374	Office of Labor Relations and Collective Bargaining	Reg
Budget Analyst	Kelly, Deborah	F	91,625	Office of the City Administrator	Reg

Senior Legal Advisor	Kreiswirth, Barry	F	153,985	Office of the City Administrator	Reg
Supervisory Attorney Advisor	Levy, Michael	F	131,657	Office of Labor Relations and Collective Bargaining	Reg
Policy Analyst	Maltz, Stephanie	F	74,654	Office of the City Administrator	Term
Deputy Director	McGaw, John	F	160,019	Office of the City Administrator or	Reg
Clerk	McLaughlin, Issac	F	31,473	Office of the City Administrator	Reg
Director, OP3	Miller Gabriel, Seth	F	147,500	Office of the City Administrator	Reg
Program Analysis Officer	Miller-Vierra, Lyndsey	F	101,937	Office of the City Administrator	Reg
Program Analyst	Modi, Jitain	F	29,371	Office of Labor Relations and Collective Bargaining	Term
Program Analyst	Mulat, Nathan	F	81,209	Office of the City Administrator	Reg
Senior Budget Analyst	Murray, Christopher	F	139,644	Office of the City Administrator	Reg
Attorney Advisor	Naylor, Kathryn	F	121,529	Office of Labor Relations and Collective Bargaining	Reg
Administrative Assistant	Palmer, Paris	F	28,177	Office of the City Administrator	Term
Executive Assistant	Redfearn, Mary	F	76,774	Office of Labor Relations and Collective Bargaining	Reg
Chief Performance Officer	Reed, Jennifer	F	142,098	Office of the City Administrator	Reg
Program Analyst	Rockett, Ayana	F	94,760	Office of the City Administrator	Reg
Attorney Advisor	Sheckleford Tallon, Michale	F	74,464	Office of Labor Relations and Collective Bargaining	Reg
Special Assistant	Simmons, Kyle	F	76,774	Office of Labor Relations and Collective Bargaining	Reg
Director, OLRCB	Sims Jr., Lionel	F	161,195	Office of Labor Relations and Collective Bargaining	Reg
Attorney Advisor	Stokes, Kevin Maurice	F	97,127	Office of Labor Relations and Collective Bargaining	Reg
City Administrator	Young, Rashad	F	295,000	Office of the City Administrator	Reg
Program Analyst		V	55,195	Office of the City Administrator	Reg
Senior Budget Analyst		V	126,620	Office of the City Administrator	Reg
Program Analysis Officer		V	93,000	Office of the City Administrator	Reg

**Attachment C:
FY 2016 Performance Plan
Office of the City Administrator**

MISSION

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

SUMMARY OF SERVICES

The Office of the City Administrator guides and supports the day-to-day operations of the District government by:

- Providing leadership, guidance, and support to each Deputy Mayor's office and to agencies in the Government Operations Cluster, which report directly to the OCA;
- Managing the Performance Management program, including CapStat, performance plans, and performance accountability reports, to track progress toward goals, reduce costs, improve government services, and increase government accountability;
- Improving government services and responsiveness by creating efficiencies and advancing innovative solutions to public challenges;
- Increasing public-private partnerships to expedite vital capital projects;
- Preparing the proposed annual budget and advising District government leaders on financial issues that impact the District's operations and capital investments;
- Monitoring administration of the budget to help ensure that city services are delivered efficiently and that resources are used to improve the lives of District residents; and
- Fostering fair and open negotiations and strong relationships between management and the District government's labor union workforce.

Agency Management

OBJECTIVE 1: Facilitate the effective and efficient implementation of the Mayor's vision and priorities by providing leadership, support, coordination, and oversight of District agencies.

Initiative 1.1: Establish an executive leadership performance evaluation program. Working with DCHR, the OCA will implement a new executive leadership performance evaluation program that will link agency performance (using the annual agency performance plans process) and progress towards the Mayor's priorities (using the new District Priority Goal workplans) into an accountability tool of performance evaluations.

Initiative 1.2: Introduce newly developed core values to the District's workforce. Working with EOM and Deputy Mayors, core values were developed to help shape the workplace environment and define District standards for its employees. The values are: Stewardship, Transparency, Accountability and Respect. OCA will work with DCHR to fully roll out these core values to employees through a variety of methods, including messaging, training, and ties to employee performance plans.

Initiative 1.3: Improve transparency of operations both internally and externally. Externally, the OCA is working with OCTO's Office of Technology Innovation to enhance the amount of data and information that is available to the public on-line. Internally, the OCA will develop an intranet site to be used as a one-stop resource for all due dates, memos, etc. that are communicated from the OCA. Traditionally this has been done exclusively through e-mail.

City Administrator (OCA)

OBJECTIVE 2: Assist in continuous quality improvement efforts, help coordinate multi-agency and cross-cluster projects, implement District-wide operational initiatives, and provide agencies with operational guidance throughout the year.

Initiative 2.1: Enhance and streamline the internal process for legislative, regulatory, and other executive approvals. The executive branch currently uses a cumbersome and outdated process for receiving the necessary approvals for items requiring executive approval, such as legislation, rulemakings, and certain contracts. By documenting and updating this process, there will be improved process flows for these important items, increased visibility into where items are in the approval process, and enhanced information to help District leadership with decision making.

Initiative 2.2: Use the CapStat framework to continue to drive agency performance and quality improvement. At least two CapStat meetings will be held monthly that will drive operational improvement and/or a change in policy direction towards to the Mayor's priorities.

OBJECTIVE 3: Provide support and guidance to agencies in the government operations cluster.

Initiative 3.1: Assist in the continued implementation of the Procurement Accountability Review Board (PARB) and increase oversight of contracting by agencies outside of the CPO's authority. The OCA is working with OCP to ensure that the quarterly PARB meetings are driving better contracting performance and meeting the expectations of the Mayor. The OCA will continue to play a large role in ensuring that the contracts of agencies outside of the CPO's authority are appropriately reviewed and referred to the PARB.

Initiative 3.2: Provide analytical support to determine areas where agencies are having challenges with hiring and/or employee absenteeism. The OCA is working with DCHR to review challenges that agencies are reporting in either hiring/retaining key employees or ensuring employees are reporting to work on time and when required. Initiatives include refining business processes, collecting/tracking data to determine impact, and additional training for managers.

Initiative 3.3: Assist with the Comprehensive Government Space Management Initiative. Working with DGS, the OCA (through the teams of: Government Operations; Office of Budget and Finance; and the new Public-Private Partnership office), will be coordinating and prioritizing areas of opportunity for the District's space needs both in the short- and long-term.

OBJECTIVE 4: Establish a robust performance management program across the District government.

Initiative 4.1: Establish District Priority Goals. In FY 2016, the OCA will work with Deputy Mayors, and Agencies to create a set of District Priority Goals (DPGs.) DPGs are long-term, cross-cutting goals that require collaboration and coordination across District government to create: good government, a strong economy for all, a healthy community, a world class education system, a safe community, and sustainable neighborhoods. The DPGs - set to be released in early 2016 - will be linked to the District's annual budget and performance planning process to ensure our resources and energy are prioritized to actions that will move the needle on our priority goals. The DPGs are combined with strategies and measures that will be frequently reviewed to measure progress and are adaptable as needed. The OCA will work with the Chief Innovation Officer to develop a website to communicate the DPG's to the public. **Completion Date: February 30, 2016.**

Initiative 4.2: Revise the annual performance planning process. In FY 2016, OCA will revise the annual agency performance planning process to more clearly communicate all of the important work each agency plans to do over the coming year, how each agency will work to improve its performance, what steps the agency is taking to improve its internal operations and delivery of programs and services, and how an agencies performance plan aligns to the District Priority Goals. In addition, OCA will improve the flexibility of the performance plan structure to help all agencies more clearly communicate what they plan to achieve and help the Mayor and City Administrator track their performance throughout the year. Lastly, OCA will initiate a process whereby progress on annual performance plans is reviewed quarterly with each agency and the agency's Deputy Mayor. Progress reports will be shared with the Mayor and City Administrator throughout the year. **Completion Date: September 30, 2016.**

Initiative 4.3: Improve the use of data and measurement throughout the District. In FY 2016, the OCA will work with agencies to improve the quality and use of data that informs agency decisions and improvements. Using the constantly updated Mayor's Dashboard and other existing dashboards as examples, the OCA will work with various agencies to create and improve their own dashboards including inventorying and standardizing data assets. Working with OCTO, the OCA will improve data sharing from District-wide data systems as well as the quality of individual agency data systems. Furthermore, the OCA will work with individuals at agencies to improve data skills, promote quality data practices, and capitalize on current data skill sets. **Completion Date: September 30, 2016.**

OBJECTIVE 5: Implement innovative service delivery methods and create a culture of innovation across the District government.

Initiative 5.1: Develop applied research capacity. In FY 2016, OCA will develop applied research capacity within the Office of Performance Management (OPM) to help improve the efficiency and effectiveness of District government programs and services. That team both carries out projects and, when necessary to expand the expertise or bandwidth of the team, they coordinate with other research entities to bring in talent and research expertise. The applied research arm of OPM will build capacity in OCA to improve program operations and service

delivery by assisting agencies in developing business process and/or service improvement efforts. In addition, OPM will build capacity in OCA to be able to use evidence and insights from the social and behavioral sciences fields to evaluate and inform solutions. **Completion Date: May 30, 2016.**

OBJECTIVE 6: Leverage public-private partnerships to revitalize and expand the District's infrastructure.

Initiative 6.1: Establish the Office of Public-Private Partnerships. Early in FY 2016, the District of Columbia Office of Public-Private Partnerships was launched with the appointment of a Director and Deputy Director. The new DC OP3 staff will promote the Office and P3s in the District through participation in industry events, conferences, publication and engaging key stakeholders. The primary function of the DC OP3 will be to identify and deliver those projects that can be undertaken as public-private partnerships with the goal of delivering critical infrastructure with the best value-for-money for the residents of the District. **Completion Date: November 30, 2015.**

Initiative 6.2: Develop and Implement Guidelines for the DC OP3. The DC OP3 will develop draft Guidelines and Procedures for the District's public-private partnerships program. These guidelines will be the road-map for the creation of the P3 Project Pipeline, project solicitation, the management of unsolicited proposals and for the long-term relationship between the DC OP3 and other District government agencies. The Guidelines and Procedures for the DC OP3, which will prioritize transparency, fair competition, efficiency, and delivering the best possible value-for-money on critical infrastructure needs, will not be implemented until approved by the Council. **Completion Date: March 15, 2015**

Initiative 6.3: Develop and Publish a P3 Project Pipeline. The DC OP3, through a robust project identification, screening and prioritization process, will create a P3 Project Pipeline. This pipeline will represent the projects that the DC OP3, in coordination with other District government agencies, intends to procure under the solicited proposal process. This pipeline will be published on the DC OP3 website for the review of the residents to the District and industry alike in an effort to promote effective feedback and improve solicitation process and overall quality of P3 projects in the District. **Completion Date: March 15, 2015**

OBJECTIVE 7: Ensure budget allocations reflect Mayor and resident priorities.

Initiative 7.1: Establish a priority-driven budget process. For the FY 2017 budget, OCA will develop and implement a priority driven-budget process that: funds important priorities first, links District and agency priorities and prioritizes limited resources, critically scrutinizes the baseline budget, and evaluates spending across agencies and clusters. In addition, agency FY 17 budget review meetings will include a review of an agency's draft performance plan to better understand how changes in resources may impact performance and include members from the OCA performance analysts and program analysts to provide a more complete discussion of the link between resources, performance, and program development. **Completion Date: March 30, 2016.**

KEY PERFORMANCE INDICATORS – City Administrator

Measure	FY 2014 Actual	FY 2015 Projection	FY 2015 YTD	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Number of annual multiagency and cross cluster projects coordinated by OCA	Not Available	Not Available		Baseline ¹	TBD	
Percent of District agencies completing a fiscal year performance plan	100%	95%		95%	95%	
Percent of District agencies participating in the performance management program completed training ¹	41%	95%		95%	95%	
Percentage of fiscal year agency initiatives either fully or partially achieved	93%	95%		95%	95%	
Percentage of fiscal year key performance indicators either fully or partially achieved	78%	85%		90%	90%	
Total number of CapStat a meetings held ²	12	15		24	24	

¹ Reworded to reflect annual variations in number of agencies participating in the performance management program; in FY 13,70 District’s agencies (some under the Mayor’s direct authority and some independent) participated in the performance management program. In FY 14, 73 agencies participated (53 agencies under the Mayor’s direct authority and 20 independent agencies).

² In FY13, the OCA added task force meetings to this measure because the task force meetings were held using the same format, philosophy, and level of staff support as were used for the overall CapStat program (at that time referred to as the DC Stat program).

Labor Relations and Collective Bargaining (OLRCB)

SUMMARY OF SERVICES

The Office of Labor Relations and Collective Bargaining is the Mayor's principal representative in labor relations and collective bargaining matters. Its core mission is to administer a comprehensive and centralized labor relations program for all agencies under the Mayor's personnel authority. In administering the labor relations program, OLRCB staff negotiate collective bargaining agreements, represent management in related labor litigation, including arbitrations and unfair labor practice allegations, provide training necessary to minimize litigation and associated costs, and ensure the effective administration of labor relations contractual and legal obligations. OLRCB staff continuously interact with senior leadership, directors, managers and supervisors, management labor liaisons, and union leaders. The ultimate goal of OLRCB is to administer the labor relations and collective bargaining program within the statutory framework and allocated budget while enhancing efficiency of government operations and without infringing on employee rights.

OBJECTIVE 1: Effectively administer the labor relations program by engaging in good faith with duly elected and authorized employee labor representatives.

Initiative 1.1: Increase the speed at which arbitration hearings are scheduled and conducted by focusing on progression of cases and encouraging withdrawal where appropriate.

The OCA is committed to timely resolving labor disputes. To that end, the OLRCB will continue to be proactive in its approach to and management of its cases and ensure that arbitration and unfair labor practice hearings are completed as expeditiously as possible, by proactively seeking withdrawal of arbitration demands by unions, particularly if the requisite arbitration panel has not been requested from the Federal Mediation and Conciliation Service (FMCS) or the American Arbitration Association (AAA) or the matter has not been actively pursued. OLRCB will also confirm management witnesses' availability early to avoid delays of hearings. To date in FY 15 OLRCB has been successful in having 11 dormant or inactive arbitration and PERB cases either withdrawn by unions or administratively dismissed by PERB. OLRCB will similarly address 12 dormant cases in FY 2016. **Completion Date: September 30, 2016.**

Initiative 1.2: Implement a new data management system for OLRCB.

OLRCB has met with the Office of the Chief Technology Officer (OCTO) to preliminarily discuss a new data management system for tracking cases, arbitrations, and negotiations. Currently, OLRCB's data system is archaic and only allows one user at a time for navigation. Moreover, the current system does not generate meaningful reports regarding the types of cases (*e.g.* arbitration, unfair labor practice complaints, and collective bargaining agreement negotiations). Most useful reports and specific information about cases have to be manually generated or manually counted and tracked. This new system will allow OLRCB to integrate cases and information and to generate reports that show issue types, case filing trends, volume, outstanding dates, and how long matters have remained inactive/dormant. **Completion Date: September 30, 2016.**

Initiative 1.3: Increase training to District Agencies.

OLRCB has met with the Office of Cable Television, Film, Music, and Entertainment to have OLRCB staff recorded while conducting training sessions on specific labor issues. These topics will include, but not be limited to, how agencies should process union dues, effective workplace discipline, and the interpretation of collective bargaining agreements. These training sessions will eventually be placed on the OLRCB website where managers and employees can view them to properly deal with labor issues. Additionally, OLRCB will continue to allocate current resources to training to any District agency upon the request of the agency. **Completion Date: September 30, 2016.**

Initiative 1.4: Reduce litigation costs.

Labor litigation costs negatively impact the District’s budget and in some cases these costs can often be avoided if (1) agencies review and comply with the collective bargaining agreements and (2) seek OLRCB advice and counsel before making decisions that impact union employees. In an effort to reduce litigation costs OLRCB will enhance its case assessment procedures by notifying the City Administrator of cases that OLRCB believes should be settled (that may have significant costs associated with litigation) if an agency disagrees with OLRCB’s recommendation to settle. In such cases, the City Administrator will provide guidance to OLRCB to proceed with the hearing or settlement of the case. **Completion Date: September 30, 2016**

Initiative 1.5: Amend the current law regarding the authority of the Public Employee Relations Board to overturn arbitrator awards.

Currently, the fact that an arbitrator’s award is contrary to law or judicial precedent may not be sufficient for the Public Employee Relations Board (PERB) to overturn the award. The statutory power of the PERB should be modified to make clear that arbitration awards that are inconsistent with District law or court precedent must be set aside. OLRCB will draft legislation to make appropriate amendments to District law to effect this change. **Completion Date: September 30, 2016.**

Labor Relations and Collective Bargaining (OLRCB)

OBJECTIVE 1: Effectively administer the labor relations program by engaging in good faith with duly elected and authorized employee labor representatives.

KEY PERFORMANCE INDICATORS – Labor Relations and Collective Bargaining

Measure	FY 2014 Actual	FY 2015 Projection	FY 2015 Actual	FY 2016 Projection	FY 2017 Projection	FY 2018 Actual
Percent of collective bargaining agreements in impasse	7.69%	20%		5%	10%	
Percent of compensation collective bargaining agreements currently under negotiation	25%	100%		98% ⁴	80%	
Percent of non-compensation	41%	0%		10%	100%	

collective bargaining agreements currently under negotiation						
Percent of cases successfully mediated before third party neutrals	40%	50%		50%	53%	
Percent of cases successfully litigated before the Public Employee Relations Board	42%	50%		50%	55%	
Total number of training sessions provided to labor liaisons, managers, supervisors and management officials ⁵	88%	120		120	120	

ⁱ This is a new FY 16 baseline measure. The KPI data is under development. Once the data is developed, it will be posted to the FY 16 performance plan on the Office of the City Administrator's webpage.

⁴ Most of the contracts expire on September 30, 2017 and the statutory window to reopen each contract is in June 2016.

⁵ This KPI previously measured the percentage of certain employees trained. Since performance in this area is better measured by the absolute number of employees trained, the KPI has been revised to measure the actual number of employees trained.