

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the City Administrator



Rashad M. Young
City Administrator

February 14, 2018

The Honorable Brandon Todd
Chairperson, Committee on Government Operations
Council of the District of Columbia
1350 Pennsylvania Avenue, NW
Washington, DC 20004

Dear Councilmember Todd:

By letter dated January 18, 2017, you requested that the Office of the City Administrator (“OCA”) provide responses to a series of questions in preparation for the Committee on Government Operations’ Wednesday, March 7, 2018, oversight hearing on the performance of OCA during fiscal years 2017 and 2018 (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,

/signed/

Rashad M. Young

Enclosure

**OFFICE OF THE CITY ADMINISTRATOR RESPONSES
TO THE COMMITTEE ON GOVERNMENT OPERATIONS’
FY18 PERFORMANCE OVERSIGHT PRE-HEARING QUESTIONS**

I. Agency Organization

- 1. Question:** Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision.
- a. Include the names and titles of all senior personnel.
 - b. Please provide an explanation of the roles and responsibilities of each division and subdivision.
 - c. Please provide a narrative explanation of any changes to the organizational chart made during FY17 or FY18, to date.
 - d. Note on the chart the date that the information was collected.

Response: Please see Attachment A.

- 2. Question:** Please attach in Excel a current Schedule A for the agency, as of February 1, 2018, with the following information for each position:
- a. Employee’s name, if the position is filled;
 - b. Program and activity name and code as appears in the budget;
 - c. Office name, if different from activity code;
 - d. Title/position name;
 - e. Position number;
 - f. Grade, series, and step;
 - g. Salary and fringe benefits (please separate salary and fringe and include the FY17 fringe benefit rate);
 - h. Job status (e.g. continuing/term/temporary);
 - i. Type of appointment (e.g. career, MSS);
 - j. Full-time part-time, or WAE;
 - k. Seasonal or year-round;
 - l. Start date in the position (i.e. effective date);
 - m. Start date with the agency;
 - n. Previous office (program) and position (job title) with the agency, if relevant;
 - o. Position status (A-active, R-frozen, P-proposed, etc.);
 - p. Date of vacancy or freeze, if relevant; and
 - q. Whether the position must be filled to comply with federal or local law (and if so, please specify what federal or local law applies).

Response: Please see the attached Excel spreadsheet titled, “OCA_Schedule A”.

3. **Question:** For any term or temp position included in the schedule A and filled in FY17 or FY18, please provide a brief narrative for why the hire was done on a term or temporary basis and not on a continuing basis.

Response: The following eight employees hold term or temporary positions in OCA:

1. David Yokum, Director, The Lab @ DC
2. Rachel Breslin, Senior Operations Analyst, The Lab @ DC
3. Katherine Gan, Senior Social Scientist, The Lab @ DC
4. Kevin Wilson, Senior Data Scientist, The Lab @ DC
5. Karissa Minnich, Operations Analyst, The Lab @ DC
6. Bill Egar, Data Scientist, The Lab @ DC
7. Darien Pusey, Project Assistant, OP3
8. Daisha Windham, Public Information Specialist

Seven of these employees were hired on a term or temporary basis because their salaries are funded through temporary grant funding, and one was hired as a term employee based on vacancy savings.

4. **Question:** Please provide the following information on any contract workers in your agency:

- a. Position name;
- b. Organizational unit assigned to;
- c. Hourly rate; and
- d. Type of work duties.

Response: OCA does not have any contract workers/ However, four OCA employees are working under personnel exchange agreements between universities and OCA. Information regarding those employees are provided below:

1. Chrysanthi Hatzimasoura
 - a. Senior Social Scientist
 - b. The Lab @ DC
 - c. Personnel exchange agreement for \$161,980 between September 1, 2017 and August 31, 2018.
 - d. Provide scientific knowledge and quantitative analysis capacity to District government.

2. Donald Braman
 - a. Senior Social Scientist
 - b. The Lab @ DC
 - c. Personnel exchange agreements for \$19,696.06 between October 1, 2017 and October 31, 2017 and \$187,191.31 between November 1, 2017 and August 15, 2018.
 - d. Provide scientific knowledge and quantitative analysis capacity to District government.

3. Pierre Vigilance
 - a. Senior Operations Analyst
 - b. The Lab @ DC
 - c. Personnel exchange agreement for \$65,000 between February 15, 2017 and June 30, 2018.
 - d. Provide scientific knowledge and qualitative analysis capacity to District government.

4. Jennifer Doleac
 - a. Senior Social Scientist
 - b. The Lab @ DC
 - c. Personnel exchange agreement for \$80,000 between February 3, 2017 and February 2, 2018.
 - d. Provide scientific knowledge and quantitative analysis capacity to District government.

5. **Question:** Please complete the following chart about the residency of new hires in FY17 or FY18, to date:

Response:

Number of OCA Employees Hired in FY17 and FY18 (to date)		
<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing	7	6
Term	5	4
Temporary	1	1
WAE	0	0
TOTAL	13	11

6. **Question:** Please list all employees detailed to or from your agency. For each employee identified, please provide:

- a. The name of the agency the employee is detailed to or from;
- b. The reason for the detail;
- c. The date of the detail; and
- d. The employee's projected date of return.

Response:

DETAILED EMPLOYEES					
Employee Name	Detailed From	Detailed To	Reason for Detail	Date of Detail	Projected Date of Return
Morgan, Sharona	Department of Consumer and Regulatory Affairs	Office of the City Administrator	To assist with administrative functions	1/2/15	TBD
Jones, Ida	Office of the City Administrator	District of Columbia Public Schools	To assist in college and career engagement	2/5/18	7/31/18

7. **Question:** Please provide the Committee with a list of travel expenses, arranged by employee for FY17 and FY18, to date, including the dates of travel, amount of expenses, and reason for travel.
- a. Please specify whether employees may be reimbursed for out-of-pocket travel expenses; and, if so,
 - b. Please describe agency protocol and requirements for employees to apply for and receive reimbursements for such travel expenses (such as necessary documentation, timeframes, and other requirements).

Response: Please see Attachment B for a list of travel expenses.

- a. OCA employees may be reimbursed for work-related, out-of-pocket travel expenses incurred when on travel.
- b. Employees generally may be reimbursed for transportation expenses, lodging, and meals and incidental expenses. Each expense generally must be documented by an invoice or receipt. Employees must submit a travel expense reimbursement form to the OCA office administrator within ten days after travel is completed.

8. **Question:** Please provide the Committee with a list of the total workers' compensation payments paid in FY17 and FY18, to date, including
- a. The number of employees who received workers' compensation payments;
 - b. The amounts of compensation paid; and
 - c. The reasons for the compensation payments.

Response: No OCA employee received worker's compensation payments in FY17 or 2018 (to date).

9. **Question:** For fiscal years 2017 and 2018, to date, please list each employee separated from the agency, other than due to retirement. Also include:

- a. Amount of separation pay, if relevant;
- b. Number of weeks of pay, if relevant; and
- c. The reason for the separation.

Response: No OCA employee was separated from OCA with separation pay in FY17 or 2018 (to date).

10. **Question:** Please provide the Committee with a list of employees who received bonuses or special award pay granted in FY17 and FY18, to date, and identify:

- a. The employee receiving the bonus or special pay;
- b. The amount received; and
- c. The reason for the bonus or special pay.

Response: No OCA employee received a bonus or special award pay in FY17 or 2018 (to date).

11. **Question:** Please provide the name of each employee who was or is on administrative leave in FY17 and FY18, to date. In addition, for each employee identified, please provide:

- a. Their position;
- b. A brief description of the reason they were placed on leave;
- c. The dates they were/are on administrative leave;
- d. Expected date of return;
- e. Whether the leave was/is paid or unpaid; and
- f. Their current status (as of February 1, 2018).

Response: No OCA employee was or is on administrative leave status in FY17 or 2018 (to date).

12. **Question:** Please provide a list of each collective bargaining agreement that is currently in effect for agency employees.

- a. Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.
- b. Please provide, for each union, the union leader's name, title, and his or her contact information, including e-mail, phone, and address if available.
- c. Please note if the agency is currently in bargaining and its anticipated completion date.

Response: No collective bargaining agreements are currently in effect for OCA employees.

- 13. Question:** Please list in chronological order, any grievances filed by labor unions against the agency or agency management in FY16, FY17, or FY18, to date, broken down by source.
- a. For each grievance, give a brief description of the matter as well as the current status.
 - b. Include on the chronological list any earlier grievance that is still pending in any forum.
 - c. Please describe the process utilized to respond to any complaints or grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received.
 - d. For any complaints or grievances that were resolved in FY17 or FY18, to date, describe the resolution or outcome.

Response: We are not aware of any labor union grievances filed against OCA in FY17 or 2018 (to date).

- 14. Question:** Please list in chronological order, any additional employee grievances or complaints that the agency received in FY17 and FY18, to date, broken down by source.
- a. For each, give a brief description of the matter as well as the current status.
 - b. Include on the chronological list any earlier grievance that is still pending in any forum.
 - c. Please describe the process utilized to respond to any complaints or grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received.
 - d. For any complaints or grievances that were resolved in FY17 or FY18, to date, describe the resolution or outcome.

Response: We are not aware of any employee grievances filed against OCA in FY17 or 2018 (to date).

- 15. Question:** Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY17 and FY18, to date, and whether or not those allegations were resolved. Please describe the nature of such resolution.

Response: OCA's general policy and the procedures for investigating and addressing allegations of sexual harassment are described in Mayor's Order 2017-313, dated December 18, 2017. We are not aware of any allegations of sexual harassment or misconduct that were received by OCA in FY17 or FY18 to date.

16. Question: For any boards or commissions associated with your agency, please provide a chart listing the following for each:

- a. For each member:
 - i. The member's name;
 - ii. Confirmation date;
 - iii. Term expiration date;
 - iv. Whether the member is a District resident or not; and
 - v. Attendance at each meeting in FY17 and FY18, to date.
- b. List any vacancies.
- c. Describe the board's or commission's responsibilities and activities in FY17.
- d. Attach agendas and minutes of each board or commission meeting in FY17 or FY18, to date, if minutes were prepared.

Response: OCA does not manage or administer any boards or commissions.

17. Question: Please list the task forces and organizations of which the agency is a member and any associated membership dues paid.

Response: OCA is represented by individual OCA employees on the following task forces and committees:

1. Undergrounding Project Consumer Education Task Force
2. 100 Resilient Cities
3. Open Government Advisory Group
4. Medical Marijuana Task Force
5. Statehood DC Advocacy Advisory Committee

OCA does not pay any membership dues to any of the above task forces or committees.

II. Budget and Expenditures

18. Question:

Budget

- a. Please provide a table showing your agency's Council-approved original budget, revised budget (after reprogrammings, etc.), and actual spending, by program and activity, for fiscal years 2016, 2017, and the first quarter of 2018. For each program and activity, please include total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds).

- b. Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for FY16 and FY17 for each program and activity code.
- c. Attach the cost allocation plans for FY17 and FY18.
- d. In FY16 or FY17, did the agency have any federal funds that lapsed? If so, please provide a full accounting, including amounts, fund sources (e.g. grant name), and reason the funds were not fully expended.

Response: Please see Attachment C for answers to parts a. and b. Since OCA does not receive any federal funds, OCA does not have cost allocation plans for FY17 or FY18, and OCA did not have any federal funds that lapsed in FY16 or FY17.

19. Question: Please provide a table listing all intra-District transfers for FY17 and FY18 (YTD), as well as anticipated transfers for the remainder of FY18.

- a. For each transfer, include the following details:
 - i. Buyer agency;
 - ii. Seller agency;
 - iii. The program and activity codes and names in the sending and receiving agencies' budgets;
 - iv. Funding source (i.e. local, federal, SPR);
 - v. Description of MOU services;
 - vi. Total MOU amount, including any modifications;
 - vii. Whether a letter of intent was executed for FY or FY18 and if so, on what date;
 - viii. The date of the submitted request from or to the other agency for the transfer;
 - ix. The dates of signatures on the relevant MOU; and
 - x. The date funds were transferred to the receiving agency
- b. Attach copies of all intra-district transfer MOUs or MOAs, other than those for overhead or logistical services, such as routine IT services or security.
- c. Please list any additional intra-district transfers planned for FY18, including the anticipated agency(ies), purposes, and dollar amounts.

Response: Please see Attachment D. The services provided under the memorandums of understandings were generally to provide routine services of OCA or our partner agencies. The one exception, the memorandum of understanding for the Lab @ DC's services to the Metropolitan Police Department, is included with Attachment D.

- 20. Question:** Please provide a table listing every reprogramming of funds (i.e. local, federal and SPR) into and out of the agency for FY17 and FY18, to date, as well as anticipated inter-agency reprogrammings for the remainder of FY18. Please attach copies of the reprogramming documents, including the Agency Fiscal Officer's request memo and the attached reprogramming chart. For each reprogramming, include:
- a. The reprogramming number;
 - b. The sending or receiving agency name;
 - c. The date;
 - d. The dollar amount;
 - e. The funding source (i.e. local, federal, SPR);
 - f. The program, activity, and CSG codes for the originating funds;
 - g. The program, activity, and CSG codes for the received funds; and
 - h. A detailed rationale for the reprogramming.

Response: OCA did not engage in any inter-agency reprogramming of funds in FY17 or 2018 (to date).

- 21. Question:** Please list, in chronological order, every reprogramming *within* your agency during FY17 and FY18, to date, as well as any anticipated intra-agency reprogrammings. Please attach copies of any reprogramming documents. For each reprogramming, include:
- a. The date;
 - b. The dollar amount;
 - c. The funding source (i.e. local, federal, SPR);
 - d. The program, activity, and CSG codes for the originating funds;
 - e. The program, activity, and CSG codes for the received funds; and
 - f. A detailed rationale for the reprogramming.

Response: Please see Attachment E, which also includes the request memorandum and supporting documentation.

- 22. Question:** For FY17 and FY18, to date, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:
- a. The revenue source name and fund code;
 - b. A description of the program that generates the funds;
 - c. The revenue funds generated annually by each source or program;
 - d. Expenditures of funds, including the purpose of each expenditure; and
 - e. The current fund balance (i.e. budget versus revenue).

Response: Please see Attachment F.

23. Question: Please list all memoranda of understanding (“MOU”) and memoranda of agreement (“MOA”) entered into by your agency during FY17 and FY18, to date, as well as any MOU or MOA currently in force. (You do not need to repeat any intra-district MOUs that were covered in the question above on intra-district transfers).

- a. For each MOU, indicate:
 - i. The parties to the MOU or MOA;
 - ii. Whether a letter of intent was signed in the previous fiscal year and if so, on what date;
 - iii. The date on which the MOU or MOA was entered;
 - iv. The actual or anticipated termination date;
 - v. The purpose; and
 - vi. The dollar amount.
- b. Attach copies of all MOUs or MOAs, other than those for overhead or logistical services, such as routine IT services or security.
- c. Please list any additional MOUs and MOAs planned for FY18, including the anticipated agency(ies), purposes, and dollar amounts.

Response: The memorandums of understanding for intra-District funding entered into by OCA during FY17 and FY18 (to date) are listed in the charts provided in the response to Question 19.

24. Question: Please list all capital projects in the financial plan and provide an update on all capital projects under the agency’s purview in FY17 and FY18, to date, including projects that are managed or overseen by another agency or entity. Please provide:

- a. A brief description of each project begun, in progress, or concluded in FY16, FY17, and FY18, to date;
- b. A status report on all capital projects including:
 - i. The amount budgeted, actual dollars spent, and any remaining balances;
 - ii. Start and completion dates; and
 - iii. Current status of the project.
- c. A list of which projects are experiencing delays and which require additional funding;
- d. A status report on all capital projects planned for FY18, FY19, FY20, FY21, FY22, and FY23; and
- e. A description of whether the capital projects begun, in progress, or concluded in FY16, FY17, or FY18, to date, had an impact on the operating budget of the agency; if so, please provide an accounting of such impact.

Response: There are no capital projects under OCA’s purview in FY17 or 2018 (to date).

25. Question:

Part I

The committee would like to better understand the agency's programmatic needs and the associated budgetary costs. Please submit copies of your FY19 budget submission to the Mayor's Office of Budget and Finance (OBF). In FY19, this includes:

- a. The Operating Budget Submission Memo;
 - i. Attachment A, Vacancy List;
- b. Form 1 (Impact of Agency's Marc);
- c. Form 2 (Enhancement Requests); and
- d. Attachment B, List of intra-districts.

Part II

In addition, please identify:

- a. Which of your agency's MARC reductions and hypothetical 2% cuts (Form 1) were accepted or rejected (i.e. if the cut was rejected, the funds were not swept and if the cuts were accepted, the funds were swept) ; and
- b. Which of your agency's enhancement requests (Form 2) were accepted (i.e. which enhancements were added to your agency's FY19 budget).

For FY17 and FY18, please include each fiscal year's information for Part I and Part II. Please indicate if your agency is willingly omitting any information requests in Part I and Part II.

Response: OCA is working with the Mayor's Office of Budget and Performance Management on developing our Fiscal Year 2019 budget. The Mayor's Fiscal Year 2019 budget will be submitted to the Council on March 21, 2018

26. Question: Please list each grant or sub-grant, including multi-year grants, received by your agency in FY17 and FY18, to date. List the following:

- a. Source;
- b. Purpose;
- c. Timeframe;
- d. Dollar amount received;
- e. Amount expended;
- f. How the grant is allocated if it is a multi-year grant; and
- g. How many FTEs are dependent on each grant's funding, and if the grant is set to expire, what plans, if any, are in place to continue funding the FTEs.

Response: Please see Attachment G.

27. **Question:** Please describe every grant your agency is, or is considering, applying for in FY18.

Response: OCA submitted a proposal to the Bloomberg Philanthropies Mayor’s Challenge on October 20, 2017 proposing to create a comprehensive digital survey that empowers District residents to: (1) seamlessly navigate government resources and opportunities by providing a single digital access point to all services the District does for its residents; and (2) through easy, continuous feedback, help define what those resources and opportunities are in the first place. Grantees will receive up to \$5,000,000 to fund the grantees’ proposed initiatives. OCA reviews grant opportunities on an ongoing basis and may apply for additional grants in FY18.

28. **Question:** Please list each contract, procurement, and lease leveraged in FY17 and FY18 (year-to-date) with a value amount of \$10,000.00 or more. “Leveraged” includes any contract, procurement, or lease used by DOES as a new procurement establishment (i.e. HCA, BPA, etc.), contract extension, and contract option year execution. This also include direct payments (if applicable). For each contract, procurement, or lease leveraged, please attach a table with the following information, where applicable:

Part I

- a. Contractor/Vendor Name;
- b. Contract Number;
- c. Contract type (e.g. HCA, BPA, Sole Source, single/exempt from competition award, etc.);
- d. Description of contractual goods and/or services;
- e. Contract’s outputs and deliverables;
- f. Status of deliverables (e.g. whether each was met or not met, in-progress, etc.);
- g. Copies of deliverables (e.g. reports, presentations);
- h. Contract Administrator name and title assigned to each contract and/or procurement;
- i. Oversight/monitoring plan for each contract and associated reports, performance evaluations, cure notices, and/or corrective action plans;
- j. Target population for each contract (e.g. unemployed adults, homeless youth, DOES staff, etc.);
- k. Subcontracting status (i.e. Did the Contractor sub any provision of goods and/or services with another vendor);
- l. Solicitation method (e.g. competitive bid via GSA or DCSS, sole source, task order against other agency’s contract);
- m. CBE status;
- n. Division and activity within DOES utilizing the goods and/or services;
- o. Requisitions and purchase order numbers established under each contract;
- p. Corresponding, obligated amounts for each purchase order;

- q. Corresponding, expended amounts (actuals) for each purchase order;
- r. Funding source for each requisition and purchase order;
- s. Index and PCA codes used each requisition and purchase order;
- t. Activity code and name for each index and PCA used under requisitions and purchase orders;
- u. Total contract or procurement value in FY17;
- v. Total contract or procurement value in FY18 (YTD);
- w. Period of performance (e.g. May 31 to April 30);
- x. Current year of contract (e.g. Base Year, Option Year 1, etc.);

Part II

- a. Please attach monitoring documentation, including any monitoring reports or performance evaluations developed for use. If any contract is performance-based, specify the basis of performance (i.e. the metrics) and describe the payment formula.

Response: OCA has not leveraged any contract, procurement, or lease with a value amount of \$10,000.00 or more in FY17 or 2018 (to date).

- 29. Question:** Please list each grant awarded by your agency during FY17 and FY18 (year-to-date) for good and/or services provided by your agency. Please attach any documentation of monitoring, including any reports developed. For each grant, please include the following information, where applicable:

Part I

- a. Grant/Program Title;
- b. Grant/Program Number;
- c. Grantee Name;
- d. Description of goods and/or services;
- e. Grant's outputs and deliverables;
- f. Status of deliverables (e.g. whether each was met or not met, in-progress, etc.);
- g. Copies of deliverables (e.g. reports, presentations);
- h. Program Manager name and title assigned to each grant;
- i. Grant Administrator name and title assigned to each grant;
- j. Oversight/monitoring plan for each grant and associated reports, performance evaluations, cure notices, and/or corrective action plans;
- k. Target population for each grant (e.g. unemployed adults, homeless youth, DOES staff, etc.);
- l. Sub-granting status (i.e. Did the Grantee sub any provision of goods and/or services with another vendor);
- m. Solicitation method (e.g. competitive RFA or sole source);
- n. CBE status;
- o. Division and activity within DOES utilizing the goods and/or services;

- p. Requisitions and purchase order numbers established under each grant;
- q. Corresponding, obligated amounts for each purchase order;
- r. Corresponding, expended amounts (actuals) for each purchase order;
- s. Funding source for each requisition and purchase order;
- t. Index and PCA codes used each requisition and purchase order;
- u. Activity code and name for each index and PCA used under requisitions and purchase orders;
- v. Total grant award value in FY17;
- w. Total grant award value in FY18 (YTD);
- x. Period of performance (e.g. May 31 to April 30);
- y. Current year of grant award (e.g. Base Year, Option Year 1, etc.).

Part II

- a. Please attach monitoring documentation, including any monitoring reports or performance evaluations developed for use. If any contract is performance-based, specify the basis of performance (i.e. the metrics) and describe the payment formula.

Response: OCA has not awarded any grant in FY17 or 2018 (to date).

III. Agency performance, evaluation, and disputes

30. Question: Please list all pending lawsuits that name the agency as a party.

- a. Provide the case name, court, where claim was filed, case docket number, and a brief description of the case.
- b. Identify which cases on the list are lawsuits that potentially expose the District to significant financial liability or will result in a change in agency practices, and describe the current status of the litigation.
- c. Please provide the extent of each claim, regardless of its likelihood of success.
- d. For those identified, please include an explanation about the issues involved in each case.

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

31. Question: Please list all settlements entered into by the agency or by the District on behalf of the agency in FY17 or FY18, to date, including any covered by D.C. Code § 2-402(a)(3), which requires the Mayor to pay certain settlements from agency operating budgets if the settlement is less than \$10,000 or results from an incident within the last two years. For each, provide

- a. The parties' names;
- b. The amount of the settlement; and

- c. If related to litigation, the case name, court where claim was filed, case docket number, and a brief description of the case, or
- d. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. Administrative complaint, etc.).

Response: According to the Office of the Attorney General, no settlements of lawsuits were entered into by OCA or by the District on behalf of OCA in FY17 or FY18 to date.

32. Question: Please list in chronological order, all administrative grievances or complaints filed by parties outside the agency against the agency in FY17 or FY18, to date, broken down by source. Include on the chronological list any earlier grievance that is still pending in any judicial forum.

- a. For each grievance or complaint, give a brief description of the matter as well as the current status.
- b. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received.
- c. For any complaints or grievances that were resolved in FY17 or FY18, to date, describe the resolution.

Response: We are not aware of any administrative grievances or complaints filed by parties outside OCA against OCA in FY17 or FY18.

33. Question: Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency, or any that were completed during FY17 and FY18, to date. Please attach copies of any such document.

Response: In June 2017, the D.C. Auditor produced a report titled, “The Department of Public Works’ Performance Measures Were Effective But Lacked Proper Controls” in which the D.C. Auditor made a recommendation to OCA to improve the tracking of key performance indicators. OCA instituted a new internal procedure in response to the recommendation. We are not aware of any other ongoing or completed investigations, studies, audits, or reports on the OCA or any employee of the OCA during FY17 or FY18 to date. However, in December 2016, the Committee on Transportation and the Environment held a public oversight hearing on “The Department of General Services Contracting and Personnel Management”; certain actions taken by OCA were the subject of questioning during that hearing.

34. Question: Please provide a copy of the agency’s FY17 performance accountability report.

- a. Please explain which performance plan strategic objectives and key performance indicators (KPIs) were met or completed in FY17 and which were not.
- b. For any met or completed objective, also note whether they were completed by the project completion date of the objective and/or KPI and within budget. If they were not on time or within budget, please provide an explanation.
- c. For any objective not met or completed, please provide an explanation.

Response: Please see Attachment H.

35. Question: Please provide a copy of your agency's FY18 performance plan as submitted to the Office of the City Administrator.

- a. Please discuss any changes to outcomes measurements in FY17 or FY18, including the outcomes to be measured, or changes to the targets or goals of outcomes.
 - i. List each specifically and explain why it was dropped, added, or changed.

Response: Please see Attachment I for a copy of OCA's FY18 performance plan.

In FY17, the Office of the City Administrator piloted the following key performance indicators (KPIs) in its annual performance plan:

- Share of randomized controlled trials that produced evidence leading to program improvements;
- Share of process improvement projects completed that demonstrated performance improvement;
- Share of CapStats that led to the development of new initiatives or measurable improvements in performance;
- Number of projects undertaken to examine efficiency of spending;
- Number of procurements initiated for new public-private partnership projects;
- Percent of collective bargaining agreements successfully negotiated through the bargaining process;
- Percent of collective bargaining agreements referred to third party arbitrators that are ruled in the District government's favor; and
- Percent of collective bargaining agreements referred to a third party arbitrator.

Each of these KPIs was added to support the OCA's measurement of the following strategic objectives:

- Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management and innovation;
- Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources;
- Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure; and
- Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives.

In FY18, the Office of the City Administrator removed the following KPIs because they proved difficult to track in a substantive manner, as many improvements are ongoing and necessitate reports across several fiscal years:

- Share of randomized controlled trials that produced evidence leading to program improvements;
- Share of process improvement projects completed that demonstrated performance improvement;
- Share of CapStats that led to the development of new initiatives or measurable improvements in performance; and
- Number of projects undertaken to examine efficiency of spending.

Additionally, in FY18 the Office of the City Administrator replaced the following KPIs in support of fostering strong labor relations through good faith engagement with duly elected and authorized employee labor representatives. The new measures more accurately capture the objectives of the Office of Labor Relations and Collective Bargaining.

- KPIs replaced:
 - Percent of collective bargaining agreements successfully negotiated through the bargaining process
 - Percent of grievance cases successfully mediated before a third party
 - Percent of grievance cases successfully litigated before the Public Employee Relations Board
 - Percent of collective bargaining agreements referred to third party arbitrators that are ruled in the government's favor
 - Percent of collective bargaining agreements referred to a third party arbitrator
- KPIs replaced with:
 - Number of collective bargaining agreements reached without arbitration
 - Number of collective bargaining agreements reached with arbitration

- Number of collective bargaining negotiations without an agreement reached
- Number of cases where litigation resulted in lawyer fees being awarded to opposing counsel

36. Question: Please provide the number of FOIA requests for FY17 and FY18 (to date) that were submitted to your agency.

- a. Include the number granted, partially granted, denied, and pending.
- b. Provide the average response time, the estimated number of FTEs required to process requests, the estimated number of hours spent responding to these requests, and the cost of compliance.
- c. Did the agency file a report of FOIA disclosure activities with the Secretary of the District of Columbia?
 - i. Please provide a copy of that report as an attachment.

Response: Please see the chart below for responses to parts a. and b. A copy of OCA’s FY17 FOIA report is included as Attachment J.

Freedom of Information Act Requests	
Number of FOIA requests for FY17	21
Number of FOIA requests for FY18 (to date)	13
Number granted	26
Number partially granted	0
Number denied	2
Number transferred to responsive agency	4
Number pending	2
Average response time	6 days
Estimated number of FTEs required to process requests	1
Estimated number of hours spent responding to requests	OCA does not calculate the number of hours spent responding to requests
Cost of compliance	OCA does not calculate the cost of compliance

37. Question: Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY17 and FY18, to date. Please attach a copy if the study, research paper, report, or analysis is complete. For each study, paper, report, or analysis, please include:

- a. The name;
- b. Status, including actual or expected completion date;
- c. Purpose;

- d. Author, whether the agency or an outside party;
- e. Reference to the relevant grant or contract (name or number) in your responses above; and
- f. Source of funding (program and activity codes) if not included in responses above.

Response: Please see Attachment K.

38. Question: Please list all reports or reporting currently required of the agency in federal law, the District of Columbia Code, or Municipal Regulations. For each, include

- a. The statutory code or regulatory citation;
- b. Brief description of the requirement;
- c. Any report deadlines;
- d. Most recent submission date; and
- e. A description of whether the agency is in compliance with these requirements, and if not, why not.

Response:

- 1. Performance Accountability Report
 - a. D.C. Official Code § 47-308.03(c).
 - b. The performance report must:
 - i. Indicate, for each performance measure stated in the previous fiscal year's performance plan, the actual level of performance as compared to the stated goal or objective for performance; and
 - ii. State the name and position of the management employee or employees most directly responsible for the achievement of each performance measure, and the immediate supervisor or superior of the management employee or employees.
 - c. By January 15 of each year.
 - d. January 22, 2018.
 - e. The performance accountability report was submitted on January 22, 2018.

39. Question: Please provide a list of any additional training or continuing education opportunities made available to agency employees. For each additional training or continuing education program, please provide the subject of the training, the names of the trainers, and the number of agency employees that were trained. What training deficiencies, if any, did the agency identify during FY17 and FY18, to date?

Response: OCA did not lead any trainings in FY17 or 2018 (to date). However, trainings provided by DCHR and other District agencies, as well as trainings provided by outside organizations, were available to OCA employees.

40. Question: Please discuss performance evaluations.

- a. Does the agency conduct annual performance evaluations of all its employees?
- b. Who conducts such evaluations?
- c. What steps are taken to ensure that all agency employees are meeting individual job requirements?

Response: OCA conducts annual performance evaluations of all of its employees. The evaluations are conducted by each employee's supervisor. Feedback is provided during the performance review process, and during day-to-day supervision, to help ensure that all OCA employees are meeting their individual job requirements.

41. Question: Please list all recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during FY16, FY17, or FY18, to date.

- a. Please provide an update on what actions have been taken to address each recommendation. If the recommendation has not been implemented, please explain why.

Response: OCA received two recommendations from the Office of the D.C. Auditor in FY17: (1) "The City Administrator should ensure that agencies incorporate [Child Fatality Review Committee (CFRC)] recommendations into annual performance plans and reports, as required by law"; and (2) "The Chief Performance Officer of the Office of the City Administrator should develop and implement procedures to retain documentation detailing OCA's activities related to the review and approval of [key performance indicators (KPIs)]." In response to the first recommendation, OCA worked with the Office of the Chief Medical Examiner to review the recommendation and will implement the recommendation starting with the issuance of the FY17 CFRC annual report. In response to the second recommendation, OCA implemented a procedure that documents and tracks the review and approval of annual performance plans, including key performance indicators, and that also ensures the retention of that documentation.

OCA did not receive any other recommendations from the Office of the Inspector General, the D.C. Auditor, or other federal or local oversight entities during FY17 or 2018 (to date).

IV. Agency Operations

42. **Question:** How did the agency address its top five priorities in FY17? What are the agency's top five priorities in FY18? Please explain how the agency expects to address these priorities in FY18.

Response: As described below, OCA took significant strides to address its FY17 priorities (in bold below).

1. **Continue to build a rigorous performance management framework for the District government.** In FY 2017, OCA continued to build a rigorous performance management framework in order to continuously improve the programs and services offered by the District to its residents, businesses, and organizations. OCA did so primarily through the use of three tools: (1) annual agency performance plans and accountability reports; (2) CapStats; and (3) projects performed by The Lab @ DC. In FY17, over 70 agencies participated in the agency performance plan and accountability report, which helped maintain oversight of the program outcomes and initiatives of District agencies. Additionally, OCA hosted 15 CapStats to examine a number of complex issues affecting District residents and District government operation. CapSTAT is a data-driven performance management tool administered OCA, with the goal of improving agency performance by presenting the Mayor and City Administrator with data and information on timely policy issues and agency processes in a forum to spark thoughtful discussion and lead to actionable outcomes. OCA staff work in coordination with agency partners to identify and recommend solutions to pressing challenges utilizing tool such as data analysis, mapping, business process reviews, and best practice research.

In addition, The Lab @ DC launched and/or completed 37 projects aimed at analyzing the state of programs and services offered by the District and developing strategies to make improvements where needed. In one such project that will be informative to both the District and to other jurisdictions nationwide, The Lab @ DC partnered with the Metropolitan Police Department (MPD) to design and implement a randomized controlled trial (RTC) to examine the effects of MPD's bodyworn camera (BWC) program on police-citizen interactions. Over 2,220 MPD members participated in the study, making this study the largest RCT examining the effects of BWCs to date.

2. **Create a comprehensive, Districtwide resilience strategy.** In FY17, OCA established a Resilience Office and hired a Chief Resilience Officer (CRO) after a thorough search. The CRO is guiding the development of a Resilient DC strategy with the support of the newly established Mayor's Resilience Cabinet, an advisory body of expert stakeholders who will

provide input throughout the operation of Resilient DC. OCA also fulfilled its intention to develop and hold a major public-engagement forum by engaging 100 stakeholders in an agenda-setting workshop in order to draw perspectives and input in developing a holistic roadmap and strategy for the District's improved urban resilience.

3. **Improve customer service.** Building on the progress made in FY16, OCA established a monthly working group with agency stakeholders to oversee and help steer process improvement projects at 3-1-1, including standardized communications, technological enhancements, and bringing in new types of service requests to the system. During FY17, OCA worked with the Office of Unified Communications (OUC) and the 3-1-1 working group to implement changes and improve residents' experiences with 3-1-1 through the following actions:
 - Launch of a new website and smart phone application;
 - Creation of new ways to submit a service request (e.g., live chat with an agent; ability to text 3-1-1); and
 - Administration of a resident satisfaction survey.

By enhancing and improving the 3-1-1 system, OUC was able to answer and respond to more 3-1-1 calls in a timely fashion. In FY17, OUC answered approximately 80% of all calls within 90 seconds; in FY16, OUC was only able to answer approximately 52% of calls within 90 seconds. Moreover, in FY17, less than 5% of all incoming calls were abandoned by residents; in FY16, more than 14% of calls had been abandoned. In addition, the implementation of the resident satisfaction survey in the closure email for each service request has provided residents with an opportunity to provide, and agencies to receive, feedback on the services received.

In addition, OCA's Lab @ DC hosted a first-of-its-kind event called Form-a-Palooza. The event brought together District agencies, residents, and stakeholders to systematically improve the five most-used District forms through guided facilitation (forms included: the Department of Motor Vehicle's Driver License and Identification Card Application; Department of Consumer and Regulatory Affairs' Basic Business License; the Department of Disability Services' Disability Services Intake Application; Department of Energy and Environment's Lead Disclosure Form; and Department of Human Services' Temporary Assistance for Needy Families (TANF) Job Search Log). Each of the five forms revised by the Lab has substantially improved customer service in a number of ways: (1) providing better information about lead hazards for prospective renters; (2) streamlining the process to secure a business license; (3) integrating the feedback of TANF customers into their job search logs; (4) utilizing plain language for those seeking a driver's license; and (5) giving

valuable time back to families caring for individuals with intellectual disabilities.

4. **Improve the management of federal grants Districtwide.** In FY17, OCA developed the Single Audit Sourcebook which provides agencies with information and guidance on the Single Audit and the remediation process. The sourcebook is designed to encourage agencies to be intentional about remediating Single Audit findings and to help the District decrease Single Audit findings overall. OCA also regularly met with the District's single audit auditor, and with District agencies subject to the audit, to help create an improved audit process and ensure that timely information was provided by agencies to the auditor, efforts which will ultimately increase the District's compliance with federal grant policies and procedures.
5. **Implement the first phase of major public-private partnership projects.** The Office of Public-Private Partnerships (OP3) has started the procurement process for two major projects: (1) street lighting/Wi-Fi, which will result in the modernization of our more than 75,000 streetlights throughout the District with the addition of free public Wi-Fi; and (2) the renovation of the Henry J. Daly Building, which will result in the improved functioning and a high-quality of facilities for the Metropolitan Police Department, the Department of Corrections, and other District agencies housed in a renovated Daly building.

As part of these and future potential projects, OP3 has engaged several expert advisors in the legal, financial, and business management fields as well as local certified business enterprises and residents. OP3 has also engaged with the national P3 community through conferences across the country to share and receive knowledge and make connections with stakeholders for potential future investment in the District.

OP3 has worked hard to maintain the highest level of transparency possible on its projects and other activities while maintaining the level of confidentiality that is necessary for procurements. In coordination with the owner agencies involved in our active projects, OP3 has presented at dozens of Advisory Neighborhood Committee meetings and other community meetings to explain the procurement process in which OP3 engages and to receive feedback on how to improve current and potential projects. OP3 also uses a wide range of platforms to provide information and solicit input on its projects, including the OP3 website, Twitter, the OP3 newsletter, the D.C. Register, and local and national media publications.

6. **Produce a balanced budget that meets District residents' top priorities.** OCA's Office of Budget and Performance Management (OBPM) is responsible for preparing the District's annual operating and capital budgets, each of which aims to meet District residents' top priorities. OBPM worked to increase transparency in the budget process, including new opportunities for public involvement before the budget is proposed. In FY17, OBPM hosted three public budget engagement forums to provide a direct opportunity for residents to share their ideas and concerns about government programs and services prior to the Mayor's submission of the FY18 proposed budget to Council. In addition to the in-person forums, telephone town halls were held to solicit input from seniors and District government employees. As a result, the FY17 budget meets District residents' top priorities by increasing access to affordable housing, making the District safer and stronger, advancing public education, and connecting residents to jobs, healthcare, and housing.

In FY18, OCA will address the following top five priorities:

1. **Continue to build a rigorous performance management framework for the District government.** One of my key goals as City Administrator has been to develop and implement a performance and results-driven culture in the District government. We have made significant progress in the areas of annual performance planning, CapStats, and applied research projects, and will continue to build on these efforts in FY18. Two key initiatives OCA plans to implement are the following:
 - *Core Business KPIs.* In FY18, OCA intends to develop and track six to ten new KPIs across all agencies in the following functional areas: human resource management, financial management, contracts and procurement, knowledge management, and customer service. While many of these functions have an "agency owner", tracking measures across all agencies will help to identify "challenge areas" on a quarterly basis and compare progress across agencies.
 - *Lab Affiliates.* By the end of FY18, The Lab @ DC plans to identify five new "Lab Affiliates" at District agencies and local universities who will join The Lab @ DC, to work on projects linked to prioritized performance metrics.

- 2. Create a comprehensive, Districtwide resilience strategy.** In FY18, Resilient DC will identify and validate the District’s key resilience goals and initiatives through a public process, which will result in a resilience strategy. The strategy will focus on solutions in key areas identified by the District as part of its inclusion in the 100 Resilient Cities global network, including terrorism, flooding, infrastructure needs, affordable housing, and inequity and will incorporate findings from detailed analysis, research, and outreach into focus areas (each with its own interagency and stakeholder working group) that will form the basis for resilience goals and initiatives.

- 3. Improve Customer Service.** In FY18, OCA will continue to prioritize customer service improvement. We plan to build on prior efforts primarily through the following actions:
 - *3-1-1 System Improvements:* OCA will hold at least one 3-1-1 CapStat; integrate the Department of Consumer and Regulatory Affairs into the 3-1-1 system (including vacant property and illegal construction service requests); and integrate at least one more agency into the 3-1-1 service request system.
 - *Customer Service Initiative:* OCA will continue to host customer care working group meetings; will launch at least two multi-agency customer care projects, and will pursue the issuance of a guidance document on customer service for all District agencies.
 - *Form-A-Palooza 2:* In FY18, the Lab@DC will coordinate a second “Form-A-Palooza,” using insights from the behavioral sciences and rapid A/B testing to systematically improve the quality of District form processes. A set of high-priority forms will be targeted for improvement.

- 4. Implement the next phase of major public-private partnership projects.** In FY18, OP3 plans to:
 - Reach commercial close on the street lighting/Wi-Fi project, an innovative and environmentally beneficial project. After the commercial close is achieved, the District’s private sector partner should be able to reach financial close and soon after begin design and construction.
 - Select the preferred bidder for the Henry J. Daly Building Project to rehabilitate one of the District’s most historic facilities.
 - Review its pipeline of potential projects and unsolicited proposals to determine which new projects will be initiated in FY18.

5. Produce a balanced budget that meets District residents' top priorities. One of the most significant projects OCA performs each year is to develop for the Mayor a balanced budget that reflects the priorities and meets the needs of District residents. As part of this process, OCA will continue to coordinate a series of public budget engagements forums, in which District residents can share their ideas and concerns about government programs and services directly to the Mayor prior to the submission of the budget. OCA will also work intensively with a number of stakeholders including advocacy groups, community organizations, the business community, Councilmembers, and the federal government to prepare the budget. After the annual budget is approved, OCA will work throughout the fiscal year to ensure that District resources are allocated in an efficient manner to address the needs of District residents.

43. Question: Please describe any initiatives that the agency implemented in FY17 or FY18, to date, to improve the internal operations of the agency or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.

Response: During FY17 and FY18 (to date), OCA improved the internal operations of OCA by taking the following actions:

1. OCA established the Division of Communications and External Affairs to increase its capacity to respond to external inquiries; monitor and grow relationships with stakeholders, residents, and industry experts; and address issues arising from OCA operations and activities. The expanded division will also serve as an internal clearing house to support and expand community engagement activities organized by OCA divisions such as the Office of Public-Private Partnerships, Resilient DC, and the Office of Budget and Performance Management.
2. OCA established the Office of Budget and Performance Management (OBPM) by combining the Office of Performance Management and the Office of Budget and Finance. The newly created Office of Budget and Performance Management leverages data, strategic planning, and innovation to ensure the efficient and effective use of resources and drive continuous improvements to the programs and services residents, businesses, and visitors receive. OBPM is also responsible for formulating the District government's annual operating and capital budgets and administering the District government's annual performance planning process. The combined team will be able to more efficiently and effectively advance the District's priorities through key investments, including increasing affordable housing, making the District safer and stronger, advancing public education, and connecting residents to jobs, educational opportunities, healthcare, and housing. Furthermore, the

combined team will be able to improve agency performance by improving transparency and accountability in both the budget and performance management space.

44. Question: Please list each new program implemented by the agency during FY17 and FY18, to date. For each program, please provide:

- a. A description of the program;
- b. The funding required to implement to the program;
- c. The program and activity codes in the budget; and
- d. Any documented results of the program.

Response: Two significant new programs were implemented by OCA in FY17 and FY18 to date:

1. The Lab @ DC

- a. The Lab @ DC, a unit within the Office of the City Administrator, uses scientific insights and methods to test and improve policies and provide timely, relevant, and high-quality analysis to inform the District's most important decisions.
- b. The Laura and John Arnold Foundation grant funding (no local): FY17: \$887,459; FY18: \$982,901
- c. Program: City Administrator (2000), Activity: Office of Performance Management (2001)
- d. The Lab @ DC is unique—no other government has a similar capacity—and already its work has received community praise and widespread media recognition.

For example, The Lab conducted the world's largest and most rigorous evaluation of a police body-worn camera program, the results of which were discussed throughout a series of community events and also received news coverage globally. The Lab @ DC also hosted a first-of-its-kind "Form-a-Palooza," which is described in the response to question 42, and a second Form-A-Palooza is planned for summer 2018. Other cities are replicating the concept.

More generally, there are nineteen projects, including ten pre-analysis plans, registered on the Open Science Framework (<https://osf.io/institutions/thelabatdc/>)—a platform through which The Lab is setting a benchmark for transparency in government research. Results have been publicly posted on four projects, with

another five under review for publication. Problems being tackled include police-community relations, rodent infestation, returning citizen services, truancy, 311 customer service, housing inspections, employee retirement savings, and litter reduction.

A number of programmatic activities have been implemented to increase the District's scientific capacity. For example, the Lab is teaching a course on behavioral design to District employees and a course on data analytics is under development. In addition, in February 2018, The Lab will host The Forum @ DC, a joint conference between universities and District government.

The Lab is also helping to bring outside resources to the District. For example, it has marshalled almost \$300,000 in donated services from universities and secured a philanthropic grant for the Metropolitan Police Department to hire a research fellow, funding from the U.S. Department of Housing and Urban Development to fund an evaluation partnership with the Urban Institute, and funding from Bloomberg Philanthropies to fund creation of a consolidated survey platform.

2. Resilience DC

- a. Resilience DC's goal is to build the District's resilience to shocks and stresses through the development and implementation of a comprehensive resilience strategy. This includes the ability to withstand natural and man-made challenges that threaten our communities and tackle the social challenges that come with being a fast-growing city. In 2016, Washington, DC was selected from more than 1,000 cities around the world to become part of the 100 Resilient Cities (100RC) network, along with cities like Paris, New York, Bangkok, and Buenos Aires. As part of the 100RC network, the District receives technical and financial support to develop and implement a resilience strategy for handling natural and man-made challenges.
- b. Rockefeller Foundation grant funding: FY18 \$203,000 and dedication of one existing OCA FTE to Resilience DC.
- c. Program: City Administrator (2000), Activity: Office of Agency Operations (2002).
- d. In FY17, OCA, on behalf of the Mayor, established Resilient DC and formed the Mayor's Resilience Cabinet—composed of deputy mayors and agency directors—to develop a comprehensive resilience strategy for the District. The Resilient DC Strategy will

plan for both acute shocks and chronic stresses. Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. Acute shocks are sudden, sharp events that threaten a city (for example, infrastructure failure and floods). Stresses weaken the fabric of a city on a daily or cyclical basis (for example, inequality and housing cost burden). Planning for shocks and stresses together recognizes the connection between challenges—both chronic stresses and acute shocks and will result in holistic solutions that have multiple benefits, helping ensure that the District thrives in the face of change.

The Resilient DC Strategy development process began in FY18. To date, staff have engaged nearly 500 residents and worked with agency staff and external experts to assess the District’s current state of resilience. The results of this preliminary outreach, research, and analysis will guide the effort’s focus throughout the remainder of FY18.

- 45. Question:** Please explain the impact on your agency of any legislation passed or regulations adopted at the federal level during FY17 and FY18, to date, which significantly affect agency operations.

Response: No legislation passed or regulations adopted at the federal level during FY17 and FY18 to date significantly affect ongoing OCA operations.

- 46. Question:** Please identify any legislative requirements that your agency lacks sufficient resources to properly implement. Please explain.

Response: Budgeted funds are adequate to meet the agency’s ongoing legislative requirements.

- 47. Question:** Please discuss any legislation your agency plans to submit to the Council in FY18 or FY19.

Response: The Office of the City Administrator is working with agencies across the District on the development of the Fiscal Year 2019 Budget Support Act, which will be transmitted with the Mayor’s submittal of the proposed Fiscal Year 2019 Budget and Financial Plan. Information on any other legislation to be submitted in FY18 or FY19 will be provided with the transmittal of the legislation to the Council.

- 48. Question:** Please identify any statutory or regulatory impediments to your agency’s operations.

Response: Current statutory and regulatory provisions do not impose significant impediments to the internal operations of the Office of the City Administrator.

49. Question: Please list all regulations for which the agency is responsible for oversight or implementation.

- a. For each regulation, please list the chapter and subject heading, and the date of the most recent revision.
- b. Please list any pending or planned regulatory action, including the chapter and subject, status, and actual or anticipated completion date.

Response: The Office of the City Administrator, through the Office of Public-Private Partnerships, which is a unit within OCA that is subject to a separate oversight hearing, implements regulations covering the public-private partnership process. OCA is not responsible for the oversight or implementation of any other regulations nor are there any pending regulatory actions.

50. Question: Please attach copies of the required annual small business enterprise (SBE) expenditure reports for your agency for FY16 and FY17.

- a. D.C. Official Code § 2-218.53(b) requires each District agency to submit supplemental information with their annual SBE expenditure report, including:
 - i. A description of the activities the agency engaged in to achieve their fiscal year SBE expenditure goal; and
 - ii. A description of any changes the agency intends to make during the next fiscal year to achieve their SBE expenditure goal.
- b. Has your agency submitted the required information for FY17? Please provide a copy as an attachment.

Response: Please see Attachment L for copies of the required annual SBE expenditure reports.

In order to achieve OCA's fiscal year SBE expenditure goal, OCA examined the scope of individual procurements and worked to identify available SBEs to provide the required goods or services. OCA also set aside procurements as appropriate in the certified business enterprise market. OCA plans to continue to take these actions in FY18 in order to fully achieve its SBE goal.

51. Question: Please identify all electronic databases maintained by your agency, including the following:

- a. A detailed description of the information tracked or maintained within each system;
- b. The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and

- c. Whether the public can be granted access to all or part of each system.

Response: OCA maintains the following enterprise level databases:

1. OCA District Performance Plans
 - a. This database enables agencies to upload their performance plan data to provide a District-wide perspective on agency performance.
 - b. This dataset houses agency performance planning data from fiscal year 2016 to 2019. The database contains information on agency missions, objectives, operations, workload measures, KPIs and strategic initiatives.
 - c. Agency performance plans and performance accountability reports are posted to OCA's website.
2. eFrontburner
 - a. The eFrontBurner application organizes agency reporting to the Executive Office of the Mayor. This dataset includes information related to program and policy initiatives, noteworthy items, contract issues, critical topics, projects, events, announcements, and important achievements.
 - b. From January 2016.
 - c. This database is comprised of deliberative information and may include personal data. It would therefore not be appropriate to provide public access to this database.
3. Grants Management
 - a. This database contains information on grant awards to the District, such as the grant name, grant category, amount of award, description, duration, and reporting schedule.
 - b. From January 2016.
 - c. This database includes preliminary and working information and therefore the database is not publicly accessible. However, the Office of the Chief Financial Officer regularly produces public information on grants that are awarded to the District.

52. Question: Please provide a detailed description of any new technology acquired or any upgrades to existing technology in FY17 and FY18, to date, or anticipated for the remainder of FY18.

- a. Include the cost, what it does, and the budget program and activity codes that fund it.
- b. Cross reference to any relevant contracts (name or number) in the responses above.
- c. Please explain if there have there been any issues with implementation.

Response: OCA acquired the following two new technologies:

1. SurveyGizmo

- a. This technology costs OCA \$5,000 per year. It provides a secure, customizable survey platform with fine-grained access controls and a programmable application programming interface. It is paid for out of the Laura and John Arnold Foundation grant that funds The Lab @ DC.
- b. This technology does not have a contract associated with it.
- c. There have not been any issues with implementation.

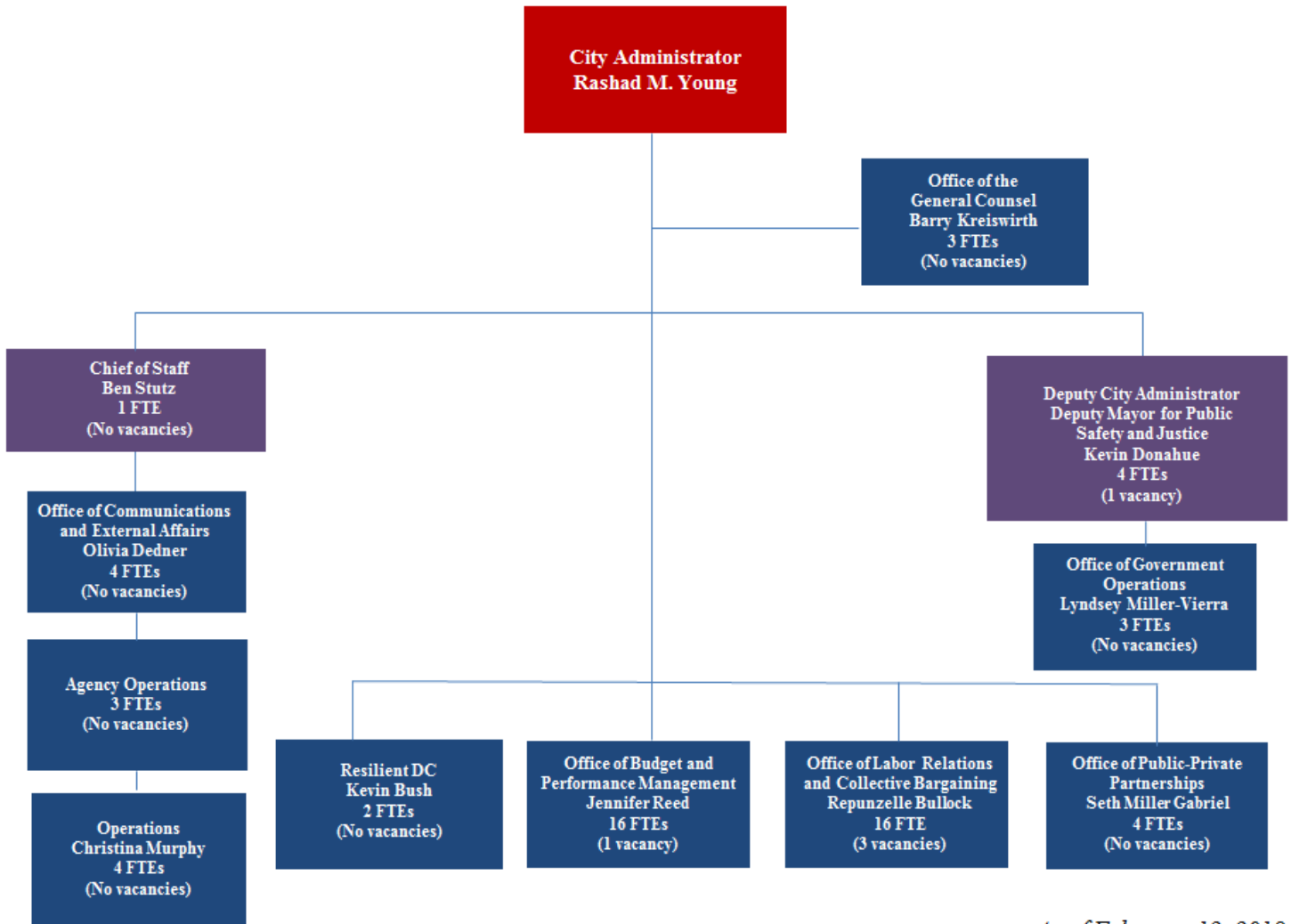
2. Azure GovCloud Services

- a. This technology provides server-less computing support and integrated open source technologies.
- b. This technology is furnished through enterprise pricing managed by the Office of the Chief Technology Officer.
- c. There have not been any issues with implementation.

ATTACHMENT A
Question 1

OCA organizational chart

Office of the City Administrator



As of February 12, 2018

Names and titles of all senior personnel

Title	Division	Name
City Administrator	Office of the City Administrator	Young, Rashad
Deputy City Administrator	Office of the City Administrator	Donahue, Kevin
General Counsel	Office of the City Administrator	Kreiswirth, Barry
Chief of Staff	Office of the City Administrator	Stutz, Ben
Director, Office of Budget and Performance Management	Office of the City Administrator	Reed, Jennifer
Chief of Staff to the Deputy City Administrator	Office of Government Operations	Miller-Vierra, Lyndsey
Director	Office of Communications and External Affairs	Dedner, Olivia
Director	Office of Public-Private Partnerships	Miller Gabriel, Seth
Chief Resilience Officer	Resilient DC	Bush, Kevin
Interim Director	Office of Labor Relations and Collective Bargaining	Bullock, Repunzelle
Special Assistant to the City Administrator	Office of the City Administrator	Murphy, Christina

Roles and responsibilities of each division and subdivision

- **Office of the General Counsel:** Provides guidance and advice on all legal matters pertaining to the Office of the City Administrator.
- **Office of Communications and External Affairs:** Manages communications and external affairs for the Office of the City Administrator.
- **Office of Agency Operations:** Provides support to the City Administrator and District agencies in the areas of management and policy.
- **Operations:** Provides administrative, financial, and logistical support to the City Administrator.
- **Government Operations:** Provides direct leadership and support to Public Works and Government Operations cluster agencies, which report directly to the Office of the City Administrator.
- **Resilient DC:** Provides support to the City Administrator, Mayor, and the Mayor's Resilience Cabinet to build the District's resilience to catastrophic shocks and chronic stresses in order to ensure that the District thrives in the face of change.

- **The Office of Budget and Performance Management:** Responsible for assisting the Mayor and City Administrator in formulating the District government’s annual operating and capital budgets; administering the District government’s annual performance planning process; implementing the CapStat program and performance management activities; leading the District’s strategic planning work and development and execution of monitoring and accountability tools; and working to drive innovation by helping agencies apply rigorous, scientific methods to their service of District residents.
- **Office of Labor Relations and Collective Bargaining:** Represents the District as the principal management advocate in the administration of the District’s comprehensive labor management program.
- **Office of Public-Private Partnerships:** Provides support to the City Administrator and District agencies to facilitate the procurement and administration of public-private partnerships in the District of Columbia.

Explanation of changes to the organizational chart made during FY18 (to date) (there were not any changes made to the organizational chart in FY17)

- OCA established the Division of Communications and External Affairs to increase its capacity to respond to external inquiries; monitor and grow relationships with stakeholders, residents, and industry experts; and address issues arising from OCA operations and activities. The expanded division will also serve as an internal clearing house to support and expand community engagement activities organized by OCA divisions such as the Office of Public-Private Partnerships, Resilient DC, and the Office of Budget and Performance Management.
- OCA established the Office of Budget and Performance Management (OBPM) by combining the Office of Performance Management and the Office of Budget and Finance. The newly created Office of Budget and Performance Management leverages data, strategic planning, and innovation to ensure the efficient and effective use of resources and drive continuous improvements to the programs and services residents, businesses, and visitors receive. OBPM is also responsible for formulating the District government’s annual operating and capital budgets and administering the District government’s annual performance planning process. The combined team will be able to more efficiently and effectively advance the District’s priorities through key investments, including increasing affordable housing, making the District safer and stronger, advancing public education, and connecting residents to jobs, educational opportunities, healthcare, and housing. Furthermore, the combined team will be able to improve agency performance by improving transparency and accountability in both the budget and performance management space.

ATTACHMENT B
Question 7

OCA EMPLOYEE AGENCY TRAVEL					
FY17					
Name	Position/Title	Reason for Travel	Total Spent	Reimbursement	Date
Young, Rashad	City Administrator	Winter Innovation Summit Salt Lake City, UT	\$1,357.20	\$257.36	January 25-27, 2017
Reed, Jenny	Chief Performance Officer	Winter Innovation Summit Salt Lake City, UT	\$1,360.00	\$257.36	January 25-27, 2017
Felder, Wendell	Program Analyst	Winter Innovation Summit Salt Lake City, UT	\$1,357.20	\$257.36	January 25-27, 2017
Yokum, David	Director, Lab @ DC	University of Illinois Conference Chicago, IL	\$420.60	\$0.00	February 16-18, 2017
Ayana Rockett	Program Analyst	NFBPA Conference Little Rock, AK	\$2,527.65	\$325.05	April 19-22, 2017
Herrell, Arlen	Policy Advisor	NFBPA Conference Little Rock, AK	\$2,635.46	\$239.00	April 19-22, 2017
Felder, Wendell	Program Analyst	NFBPA Conference Little Rock, AK	\$3,717.86	\$254.00	April 19-22, 2017
Jones, Ida	Grants Management Specialist	National Grants Management Association Arlington, VA	\$58.00	\$0.00	April 18-20 2017
Brown, Matthew	Budget Director	GFOA Annual Conference Denver, CO	\$2,557.86	\$476.26	May 19-24, 2017
Herrell, Arlen	Policy Advisor	US Conference of Mayors Miami, FL	\$3,033.37	\$428.11	May 22-26, 2017
Felder, Wendell	Program Analyst	Government Finance Officers Association Columbus, OH	\$2,236.25	\$321.76	June 27-30, 2017
Kornfield, Daniel	Senior Budget Analyst	Police Executive Research Forum Training Blackwood, NJ	\$559.50	\$150.00	
Herrell, Arlen	Policy Advisor	NACO Conference Columbus, OH	\$2,115.69	\$621.76	July 20-24, 2017
Young, Rashad	City Administrator	US Conference of Mayors New Orleans, LA	\$931.34	\$95.87	August 10-12, 2017
Foster-Moore, Eric	Data Scientist, Lab @ DC	Big Data Innovation Summit Boston, MA	\$1,217.80	\$138.00	September 7-8, 2017

Gluckman, Judah	Deputy Director, Public-Private Partnerships	North American Infrastructure Conference New York, NY	\$625.45	\$111.00	September 18-19, 2017
Wilson, Kevin	Senior Data Scientist, Lab @ DC	Data Science for Social Good Conference Chicago, IL	\$1,282.47	\$1,282.47	September 27-30, 2017
Miller Gabriel, Seth	Director, Public-Private Partnerships	City Manager and Infrastructure Committee Toronto, ON	\$1,946.66	\$289.85	September 27-29, 2017
Stutz, Ben	Chief of Staff, OCA	City Manager and Infrastructure Committee Toronto, ON	\$2,636.00	\$277.50	September 27-29, 2017
Young, Rashad	City Administrator	City Manager and Infrastructure Committee Toronto, ON	\$2,636.00	\$277.50	September 27-29, 2017
Braman, Donald	Senior Social Scientist, Lab @ DC	Data Science for Social Good Chicago, IL	\$1,217.20	\$185.00	September 28-29 2017

**OCA EMPLOYEE AGENCY TRAVEL
FY18**

Name	Position/Title	Reason for Travel	Total Spent	Reimbursement	Date
Young, Rashad	City Administrator	NFBPA Leadership Meeting Sugar Land, TX	\$1,110.09	\$319.73	October 5-8, 2017
Herrell, Arlen	Policy Advisor	NFBPA Leadership Meeting Sugar Land, TX	\$1,015.50	\$206.50	October 5-8, 2017
Young, Rashad	City Administrator	Hospital Tour Atlanta, GA	\$1,210.73	\$103.50	October 25-26, 2017
Stutz, Ben	Chief of Staff, OCA	Hospital Tour Atlanta, GA	\$1,210.73	\$103.50	October 25-26, 2017
Felder, Wendell	Program Analyst	Hospital Tour Atlanta, GA	\$1,400.62	\$243.39	October 25-26, 2017
Seth Miller Gabriel	Director, Public-Private Partnerships	Canadian Council for P3 Conference Toronto, ON	\$1,449.00	\$288.58	November 5-7, 2017
Shapiro, Anna	Project Manager, Public-Private Partnerships	Canadian Council for P3 Conference Toronto, ON	\$1,978.60	\$373.80	November 5-7, 2017
Jones, Ida	Grants Management Specialist	GPA Grants Conference San Diego, CA	\$2,502.10	\$140.25	November 8-12, 2017
McGaw, John	Director, Capital Improvements Program	Power Plan PLANET Conference Phoenix, AZ	\$1,801.17	\$219.17	November 12-16, 2017
Young, Rashad	City Administrator	Large Cities Executive Forum Fort Worth, TX	\$1,259.45	\$677.48	January 17-21, 2018
Gluckman, Judah	Deputy Director, Public-Private Partnerships	North American Infrastructure Dialogue New York, NY	\$98.00	\$55.50	January 25, 2018

**ATTACHMENT C
(Question 18)**

Budget and actual spending, by program and activity, for Fiscal Year 2016, FY17, and the first quarter of FY18

FISCAL YEAR 2016							
Program/ Activity Code	Approp Fund	Approved Budget FY16	Revised Budget FY16	Actual Spending FY16	Variance (Revised Budget – Actual Spending)	Variance as % of Revised Budget	Exp. of Variance
1090	0X00 (LOCAL)	1,673,507.00	1,373,507.40	1,239,175.33	134,332.07	6.7%	Vacancy savings
	0X00 (SPR)	37,483.97	37,483.97	37,483.97	0	0%	
1090	TOTAL	1,710,991.37	1,410,991.37	1,276,659.00	134,332.07	9.5%	
2001	0X00 (LOCAL)	236,944.44	236,944.44	468,013.53	-231,069.09	-9.75%	Shifted FTEs from 2003
2001	TOTAL	236,944.44	236,944.44	468,013.53	-231,069.09	-9.75%	
2002	0X00 (LOCAL)	700,018.88	700,018.88	1,537,078.66	-837,059.78	-1.2%	Shifted FTEs from activity 2007
2002	TOTAL	700,018.88	700,018.88	1,537,078.66	-837,059.78	-1.2%	
2003	0X00 (LOCAL)	226,046.45	226,046.45	0	226,046.45	100%	Shifted FTE
2003	TOTAL	226,046.45	226,046.45	0	226,046.45	100%	
2004	0X00 (LOCAL)	102,243.04	102,243.04	221,365.50	-119,122.46	-1.2%	Shifted FTE
	0X00 (INTRA)	0	150,000.00	150,000.00	0	0%	
2004	TOTAL	102,243.04	252,243.04	371,365.50	-119,122.46	-4.7%	
2005	0X00 (LOCAL)	---	---	52,884.01	-52,844.01	-52.8%	FTE not budgeted in activity
2005	TOTAL			52,884.01	-52,844.01	-52.8%	
2007	0X00 (LOCAL)	1,349,855.00	1,644,855.00	807,914.77	836,940.23	5.1%	Shifted FTEs to activity 2002

2007	TOTAL	1,349,855.00	1,644,855.00	807,914.77	836,940.23	5.1%	
3005	OX00 (LOCAL)	1,840,257.90	1,644,855.00	1,228,531.51	411,725.39	2.5%	Vacancy savings
	OX00 (SPR)	30,000.00	30,000.00	30,000.00	0	0%	
	OX00 (INTRA)	---	395,000.00	395,000.00	0	0%	
3005	TOTAL	1,870,257.90	2,065,256.90	1,653,531.00	411,725.39	1.9%	

FISCAL YEAR 2017							
Program/ Activity Code	Approp Fund	Approved Budget FY17	Revised Budget FY17	Actual Spending FY17	Variance (Revised Budget – Actual Spending)	Variance as % of Revised Budget	Exp. of Variance
1090	0X00 (LOCAL)	1,219,909.25	1,202,009.25	1,395,046.64	-193,037.39	-1.6%	Shifted FTEs
1090	TOTAL	1,219,909.25	1,202,009.25	1,395,046.64	-193,037.39	-1.6%	
2001	0X00 (LOCAL)	824,994.39	824,994.39	853,934.54	-28,940.15	3.5%	Shifted FTEs
2001	TOTAL	824,994.39	824,994.39	824,994.39	-28,940.15	3.5%	
2002	0X00 (LOCAL)	648,579.97	831,329.97	866,315.28	-34,985.31	4.2%	Shifted FTEs
	0X00 (GRANT)	---	887,459.36	887,459.36	0	0%	
	0X00 (INTRA)	---	57,103.00	57,103.00	0	0%	
2002	TOTAL	648,579.97	1,775,892.33	1,810,877.64	-34,985.31	1.9%	
2004	0X00 (LOCAL)	1,071,475.88	1,073,475.88	790,377.97	283,097.91	2.6%	Surplus in CSG 40
	0X00 (SPR)	---	50,000.00	0	50,000.00	100%	Funds were not needed
2004	TOTAL	1,071,475.88	1,123,475.88	790,377.97	333,097.31	2.9%	
2007	0X00 (LOCAL)	1,298,403.94	1,338,403.94	1,294,458.32	43,945.62	3.2%	Shifted FTEs
2007	TOTAL	1,298,403.94	1,338,403.94	1,294,458.32	43,945.62	3.2%	
2009	0X00 (LOCAL)	313,108.94	241,008.94	195,839.23	45,169.71	1.8%	Shifted FTEs
2009	TOTAL	313,108.94	241,008.94	195,839.23	45,169.71	1.8%	
3005	0X00 (LOCAL)	1,692,853.63	1,558,103.63	1,500,140.76	57,962.87	3.7%	Vacancy savings
	0X00 (SPR)	329,999.90	329,999.90	329,999.90	0	0	
	0X00 (INTRA)	---	345,000.00	345,000.00	0	0	
3005	TOTAL	2,022,853.53	2,233,103.53	2,175,140.66	57,962.87	2.6%	

FISCAL YEAR 2018 (first quarter)							
Program/ Activity Code	Approp Fund	Approved Budget FY18	Revised Budget FY18	Actual Spending FY18	Variance (Revised Budget – Actual Spending)	Variance as % of Revised Budget	Exp. of Variance
1090	0X00 (LOCAL)	1,226,844.84	1,226,844.84	296,160.90	n/a	n/a	Current year to date spending
1090	TOTAL	1,226,844.84	1,226,844.84	296,160.90			
2001	0X00 (LOCAL)	942,312.62	942,312.62	182,511.28	n/a	n/a	Current year to date spending
	0X00 (GRANT)	982,900.99	1,279,600.46	301,915.00	n/a	n/a	Current year to date spending
2001	TOTAL	1,925,213.61	2,221,913.08	48,4426.28			
2002	0X00 (LOCAL)	689,613.81	689,613.81	281,023.37	n/a	n/a	Current year to date spending
	0X00 (GRANT)	0	203,992.00	37,335.96	n/a	n/a	Current year to date spending
	0X00 (INTRA)	---	61,355.00	26,087.03	n/a	n/a	Current year to date spending
2002	TOTAL	689,613.81	954,960.81	344,446.36			
2004	0X00 (LOCAL)	999,837.75	999,837.75	170,180.20	n/a	n/a	Current year to date spending
	0X00 (SPR)	250,000.00	250,000.00	0	n/a	n/a	Current year to date spending
2004	TOTAL	1,249,837.75	1,249,837.75	170,180.20			

2007	0X00 (LOCAL)	1,298,604.78	1,298,604.78	391,732.86	n/a	n/a	Current year to date spending
2007	TOTAL	1,298,604.78	1,298,604.78	391,732.86			
2009	0X00 (LOCAL)	507,262.52	507,262.52	84,692.10	n/a	n/a	Current year to date spending
2009	TOTAL	507,262.52	507,262.52	84,692.10			
3005	0X00 (LOCAL)	1,992,842.78	1,992,842.78	555,006.31	n/a	n/a	Current year to date spending
	0X00 (INTRA)	30,000.00	30,000.00	0	n/a	n/a	Current year to date spending
3005	TOTAL	2,022,842.78	2,022,842.78	555,006.31			

ATTACHMENT D

Question 19

INTRA-DISTRICT TRANSFERS/MEMORANDUMS OF UNDERSTANDING								
FY17								
Buyer Agency	Seller Agency	Program/ Activity Codes/ Names for Buyer Agency	Program/ Activity Codes/ Names for Seller Agency	Funding Source (Local, Federal, SPR)	Description of MOU Services	Total MOU Amount (incl. mods)	Date Signed	Fund Transfer Date
OSSE	AE0		2000/20020	Intra-District	Grant management conference	\$2,000	7/12/2017	09/30/2017
MPD	AE0		2000/20020	Intra-District	Lab @ DC services	\$55,103	9/21/2017	09/30/2017
OSSE	AE0		3000/30050	Intra-District	Labor relations services	\$225,000	1/18/2017	Multi
OAH	AE0		3000/30050	Intra-District	Labor relations services	\$50,000	4/11/2017	6/29/2017
NFPH	AE0		3000/30050	Intra-District	Labor relations services	\$300,000	12/27/2017	Multi
UDC	AE0		3000/30050	Intra-District	Labor relations services	\$30,000	12/30/2016	2/1/2017
DCPL	AE0		3000/30050	Intra-District	Labor relations service	\$70,000	4/1/2017	4/26/2017
AE0	BA0	2000/20020		Local	Record retention project	\$107,970.07	7/12/2017	7/24/2017
AE0	AA0	2000/20020		Local	EOM Support Services	\$7,000.00	10/1/2016	9/26/2017
AE0	KT0	2000/20020		Local	Fleet services	\$605.60	10/1/2016	12/1/2016
AE0	OCTO	2000/20040		Local	Wireless telecommunications project	\$150,000.00	4/26/2017	5/31/2017
AE0	OCP	2000/20040		Local	Contracting services	\$140,462.40	5/1/2017	5/16/2017

INTRA-DISTRICT TRANSFERS/MEMORANDUMS OF UNDERSTANDING

FY18 (to date)

Buyer Agency	Seller Agency	Program/ Activity Codes/ Names for Buyer Agency	Program/ Activity Codes/ Names for Seller Agency	Funding Source (Local, Federal, SPR)	Description of MOU Services	Total MOU Amount (incl. mods)	Date Signed	Fund Transfer Date
DDOT	AE0		3000/30050	Intra-District	Street light system project	\$450,000.00	1/11/2018	1/23/2018
MPD	AE0		2000/20020	Intra-District	Lab @ DC services	\$61,355.00	9/21/2017	11/30/2017
OSSE	AE0		3000/30050	Intra-District	Labor relations services	\$225,000.00	12/18/2017	1/11/2018
UDC	AE0		3000/30050	Intra-District	Labor relations services	\$30,000.00	1/18/2018	Not yet transferred
DCPL	AE0		3000/30050	Intra-District	Labor relations services	\$70,000.00	12/22/2017	1/9/2018
AE0	KT0	2000/20020		Local	Fleet services	\$975.45	10/1/2017	12/1/2017
AE0	PO0	2000/20040		Local	Contracting services	\$150,000.00	10/23/2017	2/22/2018
AE0	TO0	2000/20020		Local	Microsoft 365	\$5,710.92	11/15/2017	11/27/2017

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE
METROPOLITAN POLICE DEPARTMENT
AND THE OFFICE OF THE CITY ADMINISTRATOR
REGARDING THE CRIME GUN INTELLIGENCE CENTER**

I. INTRODUCTION

- A. This Memorandum of Understanding (“MOU”) is entered into by and between the METROPOLITAN POLICE DEPARTMENT (“MPD”) and the OFFICE OF THE CITY ADMINISTRATOR (“OCA”), collectively referred to in this MOU as the “Parties” and each individually referred to in this MOU as a “Party”.
- B. One of the ten largest local police agencies in the United States, MPD is the primary law enforcement agency for the District of Columbia. Founded in 1861, the MPD of today is on the forefront of technological crime fighting advances, from highly developed advances in evidence analysis to state-of the-art-information technology. These modern techniques are combined with a contemporary community policing philosophy that seeks to bond the police and residents in a working partnership designed to organize and mobilize residents, merchants and professionals to improve the quality of life for all who live, work, and visit the nation's capital.
- C. OCA directly oversees all executive agencies in the District that report to the Mayor. It is responsible for the day-to-day management of the District government, setting operational goals and implementing the legislative actions and policy decisions of the Mayor and the D.C. Council. As part of OCA’s operations, The Lab @ DC, which is housed within OCA, conducts quantitative research to evaluate and inform policy and program decisions. Staff members of The Lab @ DC are applied research scientists with expertise in statistics, experimental design, quantitative research methods, and various social science disciplines.
- D. MPD has requested The Lab @ DC to advise on and evaluate the Crime Gun Intelligence Center (“CGIC”) program in accordance with US Department of Justice, Office of Justice Programs, Bureau of Justice Assistance – Award #2016-DG-BX-0010 (hereinafter referred to as the “BJA Grant”). MPD is the agency designated to administer the BJA Grant.

II. PROGRAM GOALS AND OBJECTIVES

The BJA Grant funding will be used by MPD to implement a CGIC, which is an interagency collaboration focused on the real-time collection, management, and analysis of crime gun evidence (e.g., shell casings), in an effort to identify shooters, disrupt criminal activity, and prevent future violence. Part of the BJA Grant funding is dedicated

to providing the resources and capacity to rigorously evaluate the impact and processes of the CGIC. OCA, through The Lab @ DC, will provide the CGIC-related evaluation services described in this MOU.

III. SCOPE OF SERVICES

A. RESPONSIBILITIES OF OCA

1. OCA, through The Lab @ DC, shall:
 - a. Facilitate at least two (2) evaluation workshops, which will include facilitators, materials, and space. Each workshop shall further the assessment of existing procedures for processing casings at MPD, the Department of Forensic Sciences (“DFS”), and/or CGIC, identify potential changes to the procedures for processing casings, or share the results of the impact evaluation conducted by The Lab @ DC (the impact evaluation is described in sub-paragraph e of this paragraph);
 - b. Employ an evaluation lead to evaluate existing processes of MPD, DFS, and CGIC related to the National Integrated Ballistic Information Network and to evaluate the impact of changes to MPD, DFS, or CGIC processes made as a part of the BJA Grant project;
 - c. Employ a graduate research assistant, as needed (as determined by The Lab @ DC) and if funds allow, to assist the evaluation lead in carrying out his or her responsibilities;
 - d. Prepare and submit the reports required by Section VI of this MOU; and
 - e. Accomplish the following tasks and deliverables:
 - i. Facilitate the experiments and evaluations described in section II.E. of the approved BJA Grant application (Attachment A);
 - ii. Establish a plan for the collection of data needed to carry out the experimentations and evaluations described in sub-paragraph i of this paragraph and timelines for the collection of such data;
 - iii. Participate in, and prepare a program evaluation report describing the results of, the program evaluation of CGIC process and impact described in section II.E. of the

approved BJA Grant application (Attachment A); and

- iv. Prepare an impact evaluation report describing the results of the experiments described in in sub-subparagraph i of this paragraph.

- f. Prepare semi-annual progress reports that include a summary of The Lab @ DC's activities and accomplishments under this MOU and any completed results from evaluation activities performed under this MOU. The reports shall also summarize The Lab @ DC's proposed activities under this MOU for the upcoming reporting period. In addition, The Lab @ DC shall prepare a final report. The final report shall include the program evaluation report and impact evaluation report described in sections III. A. e. iii and III. A. e. iv of this MOU. The semi-annual reports and final report shall cover the periods set forth in the chart below and shall be due from OCA on the dates indicated in the chart below:

Report Number	Reporting Period	Report Type	Report Due Date
1	01-Jan-2017 thru 30-Jun-2017	Semi-annual	15-Jul-2017
2	01-Jul-2017 thru 31-Dec-2017	Semi-annual	15-Jan-2018
3	01-Jan-2018 thru 30-Jun-2018	Semi-annual	15-Jul-2018
4	01-Jul-2018 thru 30-Sep-2018	Final Report	As agreed to by the Parties' authorized representative (see section IV.H), but no later than 31-Dec-2018

B. RESPONSIBILITIES OF MPD

1. MPD shall fulfill all functions and responsibilities of the District of Columbia under the BJA Grant award, including program and financial oversight and operations, performance measures, and deliverables, except for those functions and responsibilities of OCA described in subsection A of this section.

2. MPD shall reimburse OCA for the costs that OCA incurs in performing its responsibilities under this MOU; provided, that the amount that MPD shall reimburse shall not exceed Fifty-Five Thousand One Hundred Three dollars (\$55,103) in fiscal year 2017 or Sixty-One Thousand Three Hundred and Fifty-Five dollars (\$61,355) in fiscal year 2018. Reimbursement shall occur pursuant to the process set forth in Section VI.B. of this MOU.

IV. EFFECTIVE DATE; PERIOD OF PERFORMANCE

This MOU shall be effective as of February 6, 2017. The period of performance of this MOU is from the effective date through September 30, 2018.

V. AUTHORITY FOR MOU

D.C. Official Code § 1-301.01(k)

VI. INTRA-DISTRICT FUNDING PROVISIONS

A. Cost of Services

1. The total cost for the goods and services provided under this MOU shall not exceed One Hundred Sixteen Thousand Four Hundred Fifty-eight Dollars (\$116,458); of that amount, the total cost in fiscal year 2017 shall not exceed Fifty-Five Thousand One Hundred Three dollars (\$55,103) and the total cost in fiscal year 2018 shall not exceed Sixty-One Thousand Three Hundred and Fifty-Five dollars (\$61,355). Funding for the goods and services shall not exceed the actual cost of the goods and services, including labor and materials.
2. In the event of termination of this MOU, payment to OCA shall be held in abeyance until all required fiscal reconciliation, but not longer than September 30 of the current fiscal year.

B. Payment

1. Payment for the goods purchased and services provided by OCA under this MOU shall be made on a cost reimbursable basis through one or more Intra-District advances by MPD to OCA not to exceed the total amount of this MOU.
2. *The Intra-District advances will be provided only after costs are incurred by OCA.* OCA shall request an advance from MPD once charges are reflected against the established SOAR account. OCA shall provide documentation supporting the Intra-District advance (i.e. vouchers, receipts, invoices, paid checks, and payroll registers, etc.). The

documentation shall explain the amounts billed for that period. It shall be the responsibility of MPD to ensure that the amounts billed are allowable costs under the approved federal grant budget.

3. Advances to OCA for the services provided and goods purchased in its performance of its responsibilities under this MOU shall not exceed the amount of this MOU.

VII. MODIFICATIONS

The terms and conditions of this MOU may be modified only upon written agreement by the Parties.

VIII. RECORDS MAINTENANCE

OCA shall maintain records pertinent to this MOU for a period of no less than three (3) years. In addition, records pursuant to the resolution of an audit or monitoring finding shall be maintained for a period of not less than three (3) years after resolution.

IX. REQUIRED AND STANDARD CLAUSES

A. Non-Discrimination: The Parties shall abide by the provisions of Executive Order 11246, as amended; Title VI of the Civil Rights Act of 1964, as amended (78 Stat. 252; 42 U.S.C. §§ 2000d et seq.); Title V, Section 504 of the Rehabilitation Act of 1973, as amended (87 Stat. 394; 29 U.S.C. § 794); the Age Discrimination Act of 1975, as amended (89 Stat. 728; 42 U.S.C. §§ 6101 et seq.); and with all other Federal laws and regulations prohibiting discrimination on the grounds of race, color, national origin, disability, religion, or sex, in employment and in providing facilities and services to the public. Nothing in the advertising for employees shall be done which prevent those covered by these laws from qualifying for employment.

B. Anti-Deficiency Acts:

1. Pursuant to the Anti-Deficiency Act, 31 U.S.C. § 1341(a)(1), nothing contained in this MOU shall be construed as binding on the United States or the District of Columbia to expend in any one (1) fiscal year any sum in excess of the appropriations made by Congress for the purposes of this MOU for that fiscal year, or as involving the United States or the District of Columbia in any contract or other obligation for the further expenditure of money in excess of such appropriations.
2. The Parties acknowledge and agree that nothing in this MOU creates a financial obligation in anticipation of an appropriation and that all provisions of this MOU, or any subsequent agreement entered into by the parties pursuant to this MOU, are and shall remain subject to the

provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§ 1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-deficiency Act, D.C. Official Code §§ 47-355.01-355.08, (iii) D.C. Official Code § 47-105, and (iv) D.C. Official Code § 1-204.46, as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

- C. Interest of Members of Congress: Nothing herein contained shall be deemed to be inconsistent with or contrary to the purpose or intent of any Act of Congress or the law of the District of Columbia establishing, affecting, or relating to this MOU. Pursuant to 41 U.S.C. § 22, no member of Congress shall be admitted to any share of part of this MOU, or to any benefits that may arise there from.
- D. Lobby Prohibition: The Parties shall abide by the provisions of 18 U.S.C. § 1913, which states:

No part of the money appropriated by any enactment of Congress shall, in the absence of express authorization by Congress, be used directly or indirectly to pay for any personal service, advertisement, telegram, telephone, letter, printed or written matter, or other device, intended or designed to influence in any manner a Member of Congress, to favor or oppose, by vote or otherwise, any legislation, law, ratification, policy, or appropriation, whether before or after the introduction of any bill, measure, or resolution proposing such legislation, law, ratification, policy, or appropriation; but this shall not prevent officers or employees of the United States or of its departments or agencies from communicating to any such Member or official, at his request, or to Congress or such official, through the proper official channels, requests for legislation, law, ratification, policy, or appropriations which they deem necessary for the efficient conduct of the public business, or from making any communication whose prohibition by this section might, in the opinion of the Attorney General, violate the Constitution or interfere with the conduct of foreign policy, counter-intelligence, intelligence, or national security activities. Violations of this section shall constitute violations of Section 1352(a) of Title 31.

- E. Resolution of Disputes: The Director of The Lab @ DC and the Chief of Police, or their authorized representatives, shall resolve all adjustments and/or disputes arising from services provided under this MOU; provided, that the Director of The Lab @ DC and the Chief of Police, or their authorized representatives may refer a financial issue to the Office of Financial Operations and Systems for resolution.
- F. Compliance with Applicable Law: The Parties shall comply with all applicable

laws, regulations, and rules. This MOU is subject to all laws regulations and rules governing the Parties hereinafter enacted or promulgated. Meeting the terms of this MOU shall not excuse any failure to comply with all applicable laws, regulations, and rules, whether or not these laws and regulations are specifically listed in this MOU.

G. Severance of Terms: If any term or provision of this MOU is held to be invalid or illegal, such term or provision shall not affect the validity or enforceability of the remaining terms and provisions of this MOU.

H. Communications; Agency Contact Persons: Communications that are required to be in writing, and all concerns regarding the implementation and interpretation of this MOU, shall be personally delivered, faxed, emailed, or mailed to the persons listed below:

MPD's Authorized Representative and Grant Administrator is:

Marvin L. Johnson, Grant Programs Manager
Metropolitan Police Department
Grant Programs Administration
300 Indiana Ave., NW – Room 4002
Washington, DC 20001
marvinl.johnson@dc.gov
(202) 727-2173

OCA's Authorized Representative is:

David Yokum, Director
The Lab @ DC
Office of the City Administrator
1350 Pennsylvania Ave NW
Washington, DC 20004
david.yokum@dc.gov
(202) 308-7888

X. SIGNATORIES

The Parties have, by their authorized representatives, signed this MOU on the dates set forth below.

**METROPOLITAN POLICE
DEPARTMENT**

By: _____

Peter Newsham
Chief of Police, MPD
300 Indiana Avenue, NW
Washington, DC 20001

**OFFICE OF THE CITY
ADMINISTRATOR**

By: _____

Rashad Young
City Administrator
1350 Pennsylvania Ave, NW
Washington, DC 20004

Date: SEP 21 2017

Date: 9/22/17

ATTACHMENT E
Question 21

REPROGRAMMINGS											
FY17 AND FY18 (TO DATE)											
No.	Description					Amount	Fund	Submitted	Date Completed		
1	Reprogramming of \$480,000 in local funds from personal services to non-personal services to cover supplies travel and equipment spending for multiple activities within AEO.					\$480,000	0100	8/2/2017	8/11/2017		
CC/ Program	RC/ Activity Code	Agency/ Control Center / Responsibility Center/Program	PCA	Object Class	Object	Original Budget Amount	Current Budget Amount	Amount of Decrease (-)	Amount of Increase (+)	Revised Budget Amount	
3000	30050	Office of Labor Relations	30050	0111	0111	\$1,394,728.88	\$1,394,728.88	\$200,000.00		\$1,194,728.88	
3000	30050	Office of Labor Relations	30050	0147	0147	\$263,603.75	\$263,603.75	\$40,000.00		\$223,603.75	
2000	20090	Public Works and Government Operations	20009	0123	0123	\$72,100.00	\$72,100.00	\$72,100.00		\$0.00	
1000	1090	Agency Management	10090	0125	0125	\$278,034.82	\$278,034.82	\$167,900.00		\$110,134.82	
2000	2002	Office of Agency Operations	20020	0201	0201	\$13,784.00	\$13,784.00		\$20,000.00	\$33,784.00	
2000	2004	Office Public Private Partnership	20040	0201	0201	\$0.00	\$0.00		\$2,000.00	\$2,000.00	
2000	2007	Office of Budget and Finance	20070	0201	0201	\$5,000.00	\$5,000.00		\$40,000.00	\$45,000.00	
3000	30050	Office of Labor Relations	30050	0201	0201	\$9,216.00	\$9,216.00		\$10,000.00	\$19,216.00	
2000	2002	Office of Agency Operations	20020	0401	0401	\$0.00	\$0.00		\$1,000.00	\$1,000.00	
3000	30050	Office of Labor Relations	30050	0401	0401	\$0.00	\$0.00		\$250.00	\$250.00	
2000	2002	Office of Agency Operations	20020	0402	0402	\$0.00	\$0.00		\$40,000.00	\$40,000.00	
3000	30050	Office of Labor Relations	30050	0408	0408	\$25,305.00	\$25,305.00		\$95,000.00	\$120,305.00	
2000	2002	Office of Agency Operations	20020	0408	0408	\$80,695.86	\$80,695.86		\$107,000.00	\$187,695.86	
1000	1090	Agency Management	10090	0111	0111	\$747,376.66	\$747,376.66		\$150,000.00	\$897,376.66	
2000	2002	Office of Agency Operations	20020	0425	0425	\$0.00	\$0.00		\$2,000.00	\$2,000.00	
2000	2002	Office of Agency Operations	20020	0701	0701	\$5,000.00	\$5,000.00		\$12,750.00	\$17,750.00	
Total:						\$2,894,844.97	\$2,894,844.97	\$480,000.00	\$480,000.00	\$2,894,844.97	

GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER
GOVERNMENT OPERATIONS CLUSTER
OFFICE OF FINANCE AND RESOURCE MANAGEMENT



MEMORANDUM

To: Lolita Alston
Director, Office of Legislative Support

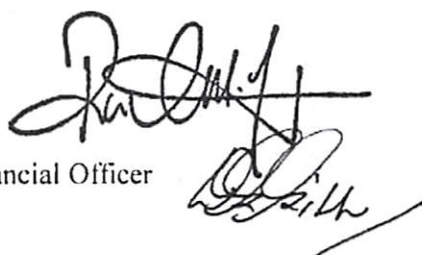
From: Paul Blake, Agency Fiscal Officer
Government Operations Cluster

Rashad Young, City Administrator
Office of the City Administrator

Thru: Mohamed Mohamed, Associate Chief Financial Officer
Government Operations Cluster

Date: August 2, 2017

Subject: Request for Reprogramming of \$480,000 of Local Funds within the Office of the City Administrator (AE0)



The Office of the City Administrator is requesting a reprogramming of \$480,000 in local funds from personal services (PS) to nonpersonal services (NPS) to cover increased travel, supplies and equipment spending. The reprogramming will also put funding in the appropriate PS budget line as well.

Why are the funds needed?

The funds are needed to offset unanticipated travel, supply, contractual services, and equipment-related expenses.

Is this a reprogramming to restore a budget cut authorized by the Mayor and/or Council?

No, this reprogramming does not restore a budget cut authorized by the Mayor nor Council.

What hardship will the District face if the action is postponed until the subsequent fiscal year?

The agency would not be able to purchase needed technological equipment and supplies for its employees. In addition, all travel would be suspended eliminating any presence at outside training, conferences, or seminars, which would inhibit employee development as well as restrict public policy outreach.

How will the funds be reprogrammed?

The funds will be reprogrammed from comp source groups 11 and 14 in (3005 – Office of Labor Relations) and CSG 12 (2009 – Office of Public Works) to comp source groups 11, 21, 40, and 70 under various programs.

Why are the funds available?

The funds are available due to vacancy lapse savings within the Office of the City Administrator. In addition, the Office of Labor Relations and Collective Bargaining has entered into several Memorandum of Understanding (MOU) agreements with outside agency for labor issue related services. OLRCB was able to fulfill these responsibilities with its current staffing, which allows OLRCB to use that funding for other operational needs.

What programs, services, or other purchases will be delayed as a result of the action, and impact on the program or agency?

We do not anticipate a negative impact as a result of the reprogramming.

Should you have any questions, please feel free to contact Paul Blake, Agency Fiscal Officer, at 202-727-9833.

Attachment

CC: Dennis Gill, Director of Financial Operations, GOC
Gordon McDonald, Deputy Chief Financial Officer, OBP

Attachment A – Local (0100)

Reprogramming Budget Request/SOAR Budget Entry Form

Government of the District of Columbia		Originating Agency Name and Code: Office of the City Administrator (A50)		Fund and Code: 0100M30 Local Fund: (0100)
APPROVAL REQUIRED FOR THE FOLLOWING:		APPROVAL LEVEL:		Agency Director: Rashed Young
<input type="checkbox"/>	Shift Between Agencies	<input checked="" type="checkbox"/>	Agency	Agency CFO: Paul Blake
<input type="checkbox"/>	Shift Between Activities	<input type="checkbox"/>	OSB	Associate CFO: Mohamed Mohamed
<input checked="" type="checkbox"/>	Shift Between Programs	<input type="checkbox"/>	DC Council	Budget Reprogramming Amount Requested: \$480,000.00
<input type="checkbox"/>	Shift Within Programs			Prepared By: Paul Blake
				DATE: 08/01/17

ORG CODE	PGM CODE	Program Name	PCA	Index	Object	Object Class	Original Budget Amount	Current Budget Amount	Amount of Decrease (-)	Amount of Increase (+)	Revised Budget Amount
3000	3005	Office of Labor Relations	30050	3005L	0111	0111	\$1,394,728.88	\$1,394,728.88	\$200,000.00		\$1,194,728.88
3000	3005	Office of Labor Relations	30050	3005L	0147	0147	\$263,603.75	\$263,603.75	\$40,000.00		\$223,603.75
2000	2002	Public Works and Government Operations	20000	2008L	0123	0123	\$72,100.00	\$72,100.00	\$72,100.00		\$0.00
1000	1000	Agency Management	10000	1008L	0125	0125	\$278,034.82	\$278,034.82	\$167,900.00		\$110,134.82
2000	2002	Office of Agency Operations	20020	20020	0201	0201	\$13,794.00	\$13,794.00		\$20,000.00	\$33,794.00
2000	2004	Office of Public Private Partnerships	20040	20040	0201	0201	\$0.00	\$0.00		\$2,000.00	\$2,000.00
2000	2007	Office of Budget and Finance	20070	20070	0201	0201	\$5,000.00	\$5,000.00		\$40,000.00	\$45,000.00
3000	3005	Office of Labor Relations	30050	3005L	0201	0201	\$9,216.00	\$9,216.00		\$10,000.00	\$19,216.00
2000	2002	Office of Agency Operations	20020	20020	0401	0401	\$0.00	\$0.00		\$1,000.00	\$1,000.00
3000	3005	Office of Labor Relations	30050	3005L	0401	0401	\$0.00	\$0.00		\$250.00	\$250.00
2000	2002	Office of Agency Operations	20020	20020	0402	0402	\$0.00	\$0.00		\$40,000.00	\$40,000.00
3000	3005	Office of Labor Relations	30050	3005L	0408	0408	\$25,305.00	\$25,305.00		\$95,000.00	\$120,305.00
2000	2002	Office of Agency Operations	20020	20020	0408	0408	\$80,695.86	\$80,695.86		\$107,000.00	\$187,695.86
1000	1000	Agency Management	10000	1008L	0111	0111	\$747,376.66	\$747,376.66		\$150,000.00	\$897,376.66
2000	2002	Office of Agency Operations	20020	20020	0425	0425	\$0.00	\$0.00		\$2,000.00	\$2,000.00
2000	2002	Office of Agency Operations	20020	20020	0701	0701	\$5,000.00	\$5,000.00		\$12,750.00	\$17,750.00
TOTAL							\$2,894,844.97	\$2,894,844.97	\$480,000.00	\$480,000.00	\$2,894,844.97

Justification of Reprogramming Proposal: The agency needs to move funds from Personal Services to offset increased expenses for supplies, travel, and equipment. In addition, the reprogramming will put move PS funding to the appropriate budget lines.

For OBP Use Only:

Approvals				
TASK	NAME	DATE	TITLE	PHONE
Keyed in SOAR By:				
Released in SOAR By:				
Approved By:				
(If Applicable) Override Approved by:				

Document Information (For OBP Use Only)	
Doc Number:	
Batch Type:	
Batch Agency:	

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 08/01/17 01:45 PM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: AEO AY: 17 ORG CODE: 3000 PGM CODE: 3005 FUNC CODE: _____
AP FUND: _____ FUND: 0100 GRANT/PH: _____ PROJECT/PH: _____
COMP SRC/GRP: 0011 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
ORG LEVEL: 02 LABOR RELATION AND COLLECTIVE BARGAINING
PGM LEVEL: 02 LABOR RELATIONS/COLLECTIVE BARGAINING
FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
INQ YEAR: 17 INQ MONTH: 11 ADJUSTED BUDG: 1,394,728.88
BUDGET AVAIL: 607,899.08 BUDG % AVAIL: 43.59
EXPEND/BUDG %: 56.41 ALLOT/BUDG %: 0.00
ALLOTMENT BAL: 786,829.80- UNEXPND ALLOT: 786,829.80-
BT TITLE AMOUNT BT TITLE AMOUNT
09 ORIG EXP BU 1,394,728.88
15 CASH EXPEND 839,859.30
17 ACCRUED EXP 53,029.50-

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 08/01/17 01:47 PM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: AE0 AY: 17 ORG CODE: 3000 PGM CODE: 3005 FUNC CODE: _____

AP FUND: _____ FUND: 0100 GRANT/PH: _____ PROJECT/PH: _____

COMP SRC/GRP: 0014 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____

ORG LEVEL: 02 LABOR RELATION AND COLLECTIVE BARGAINING

PGM LEVEL: 02 LABOR RELATIONS/COLLECTIVE BARGAINING

FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D

INQ YEAR: 17 INQ MONTH: 11 ADJUSTED BUDG: 263,603.75

BUDGET AVAIL: 119,614.17 BUDG % AVAIL: 45.38

EXPEND/BUDG %: 54.62 ALLOT/BUDG %: 0.00

ALLOTMENT BAL: 143,989.58- UNEXPND ALLOT: 143,989.58-

BT TITLE AMOUNT BT TITLE AMOUNT

09 ORIG EXP BU 263,603.75

15 CASH EXPEND 154,779.03

17 ACCRUED EXP 10,789.45-

INTERRUPTED FUNCTION RESTARTED

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 08/01/17 01:56 PM
 LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNE

AGENCY: AE0 AY: 17 ORG CODE: 1000 PGM CODE: 1090 FUNC CODE: _____
 AP FUND: _____ FUND: 0100 GRANT/PH: _____ PROJECT/PH: _____
 COMP SRC/GRP: 0012 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
 ORG LEVEL: 02 AGENCY MANAGEMENT PROGRAM
 PGM LEVEL: 02 PERFORMANCE MANAGEMENT
 FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
 INQ YEAR: 17 INQ MONTH: 11 ADJUSTED BUDG: 278,034.82
 BUDGET AVAIL: 204,943.08 BUDG % AVAIL: 73.71
 EXPEND/BUDG %: 26.29 ALLOT/BUDG %: 0.00
 ALLOTMENT BAL: 73,091.74- UNEXPND ALLOT: 73,091.74-
 BT TITLE AMOUNT BT TITLE AMOUNT
 09 ORIG EXP BU 278,034.82
 15 CASH EXPEND 74,310.25
 17 ACCRUED EXP 1,218.51-

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 08/01/17 01:58 PM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: AE0 AY: 17 ORG CODE: 2000 PGM CODE: 2002 FUNC CODE: _____
AP FUND: _____ FUND: 0100 GRANT/PH: _____ PROJECT/PH: _____
COMP SRC/GRP: 0020 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
ORG LEVEL: 02 CITY ADMINISTRATOR
PGM LEVEL: 02 OFFICE OF AGENCY OPERATIONS
FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
INQ YEAR: 17 INQ MONTH: 11 ADJUSTED BUDG: 13,784.00
BUDGET AVAIL: 9,425.78- BUDG % AVAIL: .00
EXPEND/BUDG %: 168.38 ALLOT/BUDG %: 0.00
ALLOTMENT BAL: 23,209.78- UNEXPND ALLOT: 23,209.78-
BT TITLE AMOUNT BT TITLE AMOUNT
09 ORIG EXP BU 13,784.00
15 CASH EXPEND 23,209.78

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 08/01/17 02:00 PM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: AE0 AY: 17 ORG CODE: 2000 PGM CODE: 2004 FUNC CODE: _____
AP FUND: _____ FUND: 0100 GRANT/PH: _____ PROJECT/PH: _____
COMP SRC/GRP: 0020 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
ORG LEVEL: 02 CITY ADMINISTRATOR
PGM LEVEL: 02 OFFICE OF PUBLIC PRIVATE PARTNERSHIPS
FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
INQ YEAR: 17 INQ MONTH: 11 ADJUSTED BUDG: .00
BUDGET AVAIL: 179.59- BUDG % AVAIL: .00
EXPEND/BUDG %: 0.00 ALLOT/BUDG %: 0.00
ALLOTMENT BAL: 179.59- UNEXPND ALLOT: 179.59-
BT TITLE AMOUNT BT TITLE AMOUNT
15 CASH EXPEND 179.59

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 08/01/17 02:01 PM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: AEO AY: 17 ORG CODE: 2000 PGM CODE: 2007 FUNC CODE: _____
AP FUND: _____ FUND: 0100 GRANT/PH: _____ PROJECT/PH: _____
COMP SRC/GRP: 0020 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
ORG LEVEL: 02 CITY ADMINISTRATOR
PGM LEVEL: 02 OFFICE OF BUDGET AND FINANCE
FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
INQ YEAR: 17 INQ MONTH: 11 ADJUSTED BUDG: 5,000.00
BUDGET AVAIL: 15,385.10- BUDG % AVAIL: .00
EXPEND/BUDG %: 407.70 ALLOT/BUDG %: 0.00
ALLOTMENT BAL: 20,385.10- UNEXPND ALLOT: 20,385.10-
BT TITLE AMOUNT BT TITLE AMOUNT
09 ORIG EXP BU 5,000.00
15 CASH EXPEND 20,385.10

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 08/01/17 02:02 PM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: AE0 AY: 17 ORG CODE: 3000 PGM CODE: 3005 FUNC CODE: _____
AP FUND: _____ FUND: 0100 GRANT/PH: _____ PROJECT/PH: _____
COMP SRC/GRP: 0020 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
ORG LEVEL: 02 LABOR RELATION AND COLLECTIVE BARGAINING
PGM LEVEL: 02 LABOR RELATIONS/COLLECTIVE BARGAINING
FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
INQ YEAR: 17 INQ MONTH: 11 ADJUSTED BUDG: 9,216.00
BUDGET AVAIL: 1,655.91 BUDG % AVAIL: 17.97
EXPEND/BUDG %: 80.95 ALLOT/BUDG %: 0.00
ALLOTMENT BAL: 7,560.09- UNEXPND ALLOT: 7,560.09-
BT TITLE AMOUNT BT TITLE AMOUNT
09 ORIG EXP BU 9,216.00
15 CASH EXPEND 7,460.09
16 INTRA-DIST 100.00
17 ACCRUED EXP .00
18 ENCUMB OUTS .00
19 PRE-ENCUM O .00

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 08/01/17 02:06 PM
 LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: AEO AY: 17 ORG CODE: 3000 PGM CODE: 3005 FUNC CODE: _____
 AP FUND: _____ FUND: 0100 GRANT/PH: _____ PROJECT/PH: _____
 COMP SRC/GRP: 0040 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
 ORG LEVEL: 02 LABOR RELATION AND COLLECTIVE BARGAINING
 PGM LEVEL: 02 LABOR RELATIONS/COLLECTIVE BARGAINING
 FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
 INQ YEAR: 17 INQ MONTH: 11 ADJUSTED BUDG: 25,305.00
 BUDGET AVAIL: 15.33 BUDG % AVAIL: .06
 EXPEND/BUDG %: 42.57 ALLOT/BUDG %: 0.00
 ALLOTMENT BAL: 25,289.67- UNEXPND ALLOT: 17,672.09-
 BT TITLE AMOUNT BT TITLE AMOUNT
 09 ORIG EXP BU 25,305.00
 15 CASH EXPEND 10,772.09
 16 INTRA-DIST 6,900.00
 17 ACCRUED EXP .00
 18 ENCUMB OUTS 7,617.58
 19 PRE-ENCUM O .00

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 08/01/17 02:12 PM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: AE0 AY: 17 ORG CODE: 2000 PGM CODE: 2002 FUNC CODE: _____

AP FUND: _____ FUND: 0100 GRANT/PH: _____ PROJECT/PH: _____

COMP SRC/GRP: 0070 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____

ORG LEVEL: 02 CITY ADMINISTRATOR

PGM LEVEL: 02 OFFICE OF AGENCY OPERATIONS

FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D

INQ YEAR: 17 INQ MONTH: 11 ADJUSTED BUDG: 5,000.00

BUDGET AVAIL: 8,521.11- BUDG % AVAIL: .00

EXPEND/BUDG %: 270.42 ALLOT/BUDG %: 0.00

ALLOTMENT BAL: 13,521.11- UNEXPND ALLOT: 13,521.11-

BT TITLE AMOUNT BT TITLE AMOUNT

09 ORIG EXP BU 5,000.00

15 CASH EXPEND 13,521.11

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 08/01/17 01:29 PM
LINK TO: AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: AEO AY: 17 ORG CODE: 2000 PGM CODE: 2004 FUNC CODE:
AP FUND: FUND: 0100 GRANT/PH: PROJECT/PH:
COMP SRC/GRP: 0040 OBJ/COBJ/AGY OBJ: AGY OBJ GROUP:

ORG LEVEL: 02 CITY ADMINISTRATOR
PGM LEVEL: 02 OFFICE OF PUBLIC PRIVATE PARTNERSHIPS

FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D

INQ YEAR: 17 INQ MONTH: 11 ADJUSTED BUDG: 750,000.00

BUDGET AVAIL: 114,895.01 BUDG % AVAIL: 15.32

EXPEND/BUDG %: 16.03 ALLOT/BUDG %: 0.00

ALLOTMENT BAL: 540,104.99- UNEXPND ALLOT: 468,360.54-

BT TITLE AMOUNT BT TITLE AMOUNT

09 ORIG EXP BU 750,000.00

15 CASH EXPEND 120,228.07

16 INTRA-DIST 348,132.47

17 ACCRUED EXP .00

18 ENCUMB OUTS 71,744.45

19 PRE-ENCUM O 95,000.00

INTERRUPTED FUNCTION RESTARTED

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

ATTACHMENT F
Question 22

SPECIAL PURPOSE REVENUE FUNDS					
FY17					
Name of Fund	Fund Code	Source of Revenue (how generated)	Amount of Revenue Generated in FY17	Amount of Expenditures from Fund in FY17	End of FY17 Fund Balance
---	0602	Special purpose revenue transferred to OLRCB pursuant to MOUs with third-party agencies	\$330,000.00	\$329,999.90	\$0.00
Public-Private Partnership Administration Fund	1243	Administrative fees collected by OP3	\$50,000.00	\$0.00	\$50,000.00

SPECIAL PURPOSE REVENUE FUNDS					
FY18 (to date)					
Name of Fund	Fund Code	Source of Revenue (how generated)	Amount of Revenue Generated in FY18 to date	Amount of Expenditures from Fund in FY18 to date	End of FY17 Fund Balance
Public-Private Partnership Administration Fund	1243	Administrative fees collected by OP3	\$5,000.00	\$0.00	N/A

ATTACHMENT G
Question 2

GRANTS FY17						
Grant Source	Purpose of Grant	Timeframe of Grant	Dollar Amount Received in FY17	Dollar Amount Expended in FY17	Allocation of Grant Amount Across Years (if applicable)	# of FTEs Funded by Grant During FY17
Laura and John Arnold Foundation	To fund the creation and operation of The Lab @ DC	June 2016 – December 2019	\$676,292.00	\$887,902.56	\$3,164,536 over three years	5
GRANTS FY18 (to date)						
Grant Source	Purpose of Grant	Timeframe of Grant	Dollar Amount Received in FY18 to date	Dollar Amount Expended in FY18 to date	Allocation of Grant Amount Across Years (if applicable)	# of FTEs Funded by Grant During FY18
Laura and John Arnold Foundation	To fund the creation and operation of The Lab @ DC	June 2016 - December 2019	\$808,853.00	\$346,897.15	\$3,164,536 over three years	5
Rockefeller Advisors	Resilience DC: to assist the District in building its capacity to maintain and recover critical functions despite shocks and stresses so that the District's residents, communities, and systems can bounce back more quickly and emerge stronger from these shocks and stresses.	August 2017 - August 2019	\$155,870	\$44,159.24	Up to \$203,992 per year for two years	1

▼ FY2017 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

▼ 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.

▼ Summary of Services

The OCA provides oversight and support to the Deputy Mayors and District Agencies by increases government effectiveness through cross-agency and targeted improvement initiatives, including the integration of strategic policy priorities, budgetary planning, and operational directives. The City Administrator manages the city's Performance Management activity and organizes multi-agency accountability sessions with the Mayor. OCA also includes the Office of Public Private Partnerships; Resilient DC; and the Office of Labor Relations and Collective Bargaining (OLRCB), which represents the District of Columbia as the principal management advocate during labor negotiations and in administering the District's Labor Relations activities.

▼ FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY17, OCA took several tangible steps to improve customer service in the District, by: Conducting a survey of current agency practices and the best practices of other organizations and institutions outside of DC government; Convening a cross-agency team to develop, launch and lead several projects identified through research and discussion in FY18; and, Developing a framework for an adaptable approach to improving customer care across District government.	The steps taken in FY17, will continue to be developed through FY18 by the cross-agency team, and will subsequently be used to guide not only this initiative but all District government customer care efforts moving forward.	This FY17 initiative has been primarily focused on better understanding internal processes and a strategy for improving customer service district-wide. In FY18, we hope to directly impact residents by implementing several projects designed by this working group in FY17, including for example a customer service feedback option.
In August 2017, Mayor Muriel Bowser, DC Public Schools (DCPS) Chancellor Antwan Wilson, and Washington Teachers Union (WTU) President Elizabeth Davis announced an agreement on a new contract that significantly increases compensation for teachers in DC Public Schools. The agreement will also add additional funding to the District's education budget, which is already the largest commitment in DC's history.	The contract builds on DCPS's strong system of teacher support by providing teachers with additional professional compensation and benefits. Under the proposed contract, educators will receive: salary increases, including a 4 percent retroactive increase in Fiscal Year 2017, a 3 percent increase in Fiscal Year 2018, and a 2 percent increase in Fiscal Year 2019; additional benefits; and structured collaborative engagement between DCPS and the WTU on various issues, including extended-year schools.	The Bowser Administration, DCPS, and the WTU have worked together to create a new contract that values a positive work environment, opportunities for growth, and compensation that encourages teachers to base their careers at DC Public Schools – the fastest improving urban school district in the country. In School Year 2016-2017, DC Public Schools employed 4,015 teachers, serving nearly 50,000 students across 115 schools.
	By enhancing and improving the 311 system, OUC was able to answer and respond to more 311 calls in a timely fashion. In FY17, OUC answered approximately 80% of	

<p>The District's 311 service is a central touch point for residents engaging the government. Building on the challenges identified in FY16, a monthly working group was established by OCA with the agency stakeholders to offer stewardship to the process improvement projects for 311.</p>	<p>all calls within 90 seconds; in FY16, OUC was only able to answer approximately 52% of calls within the 90 second service level agreement. As a result, resident waited less time on the line, and fewer calls were abandoned. In FY17, less than 5% of all incoming calls were abandoned by residents; in FY16, more than 14% of calls were abandoned. In addition, the implementation of the Resident Satisfaction Survey in the closure email for each service request has provided residents with an opportunity to provide feedback to agencies on the services received.</p>	<p>During FY17, OCA worked with OUC and the 311 working group to implement changes and improve the residents experience with 311:</p> <ul style="list-style-type: none"> -OUC hired 30 LEAP participants for the 311 call line -Launched a new website and app -New ways to submit a service request: chat with a live agent and text to 311 -Launched a resident satisfaction survey
<p>The Lab @ DC partnered with MPD to design and implement a randomized controlled trial (RCT) to examine the effects of MPD's bodyworn camera (BWC) program on police-citizen interactions. Over 2,220 MPD members participated in the study, making this study the largest RCT examining the effects of BWCs to date. The full study report is available at bwc.thelab.dc.gov/results.</p> <p>The Lab hosted a first-of-its-kind Form-a-Palooza in July 2017. Similar to a hackathon, it brought together District agencies, as well as 100 residents and stakeholders, to systematically improve five District forms (DMV's Driver License and Identification Card Application, DCRA's Basic Business License, DDS's Disability Services Intake Application, DOEE's Lead Disclosure Form, and DHS's Temporary Assistance for Needy Families Job Search Log) through guided facilitation. Revisions on all five forms were completed and released in early October (visible at bit.ly/DCformreveal) and have since been put into use by their respective agencies.</p>	<p>The study has re-calibrated the expectations of both MPD and police departments across the country, and has shown the benefits of incorporating an evidenced-based policy lab inside government.</p> <p>The success of Form-a-Palooza has helped OCA meet the Mayor's priority to "take the DC government customer service experience to the next level." First, the event itself gave residents an opportunity to directly engage with their local government. It held up the reputation of OCA and DC government broadly as transparent and accessible. Second, the form revision process positively grew OCA's relationship with the 5 agencies whose forms were part of the event - DMV, DCRA, DHS, DOEE, DDS - highlighting that OCA is an ally and resource to agencies.</p>	<p>District Residents now have objective and transparent evidence to inform their understanding of the role of BWCs in policing.</p> <p>Forms are at the heart of how residents and businesses interact with their government. Confusing forms can cause annoyance, waste time, and prompt errors. They can even prevent a user from completing the form at all. Each of the 5 forms revised by The Lab has substantially improved customer service in a number of ways - 1) giving valuable time back to families caring for intellectual disabled persons, 2) providing better information about lead hazards for prospective renters, 3) streamlining the process to secure a business license, 4) integrating the feedback of TANF customers into their job search logs; and 5) utilizing plain language for those seeking a driver's license.</p>

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	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
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	Annually	88%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	75%	Unmet	DC agencies set ambitious targets for FY17 KPIs as they sought to better serve residents.
Percentage of fiscal year agency initiatives either fully or partially achieved	Annually	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90%	Nearly Met	DC agencies set an ambitious number of initiatives to achieve in FY17.
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	Annually	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of District agencies participating in the performance management program completed training	Annually	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96%	Met	
Share of randomized controlled trials that produced evidence leading to program improvements	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Share of process improvement projects completed that demonstrated performance improvement	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Share of CapSTATs that led to the development of new initiatives or measurable improvements in performance	Quarterly	100%	100%	100%	100%	100%	100%	Met	
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	Annually	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3	Unmet	Examining project efficiency is an everyday aspect of the OCA budget team's work. In addition to these everyday duties, OCA was able to conduct three discrete projects examining efficiency in support of the Homeward DC program, DCAS, and the District's space lease portfolio.
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	3	1	1	1	0	3	Met	
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	90	Annual Measure	Annual Measure	Annual Measure	Annual Measure	57	Unmet	A variety of outcomes are possible with collective bargaining negotiations. OCA is reexamining how this measure is calculated and will revise this measure to more accurately reflect performance in FY18.
Percent of grievance cases successfully mediated before a third party	Annually	50	Annual Measure	Annual Measure	Annual Measure	Annual Measure	67	Met	
Percent of grievance cases successfully litigated before the Public Employee Relations Board	Annually	55	Annual Measure	Annual Measure	Annual Measure	Annual Measure	61	Met	
Percent of collective bargaining agreements referred to third party arbitrators that are ruled in DC government's favor	Annually	65	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0	Unmet	There was only one agreement referred to third party arbitrators.
Percent of collective bargaining agreements referred to a third party arbitrator	Annually	10	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3	Met	

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
2 - CapSTAT (1 Measure)						

Total number of CapStat meetings held	Quarterly	3	4	4	4	15
2 - Performance Management & Strategic Planning (1 Measure)						
Number of cluster meetings held to review progress on FY annual performance plans	Quarterly	7	5	1	0	13
3 - Office of Budget and Finance (1 Measure)						
Number of reprogrammings processed	Quarterly	113	58	61	146	378
4 - Public Private Partnerships (1 Measure)						
Number of meetings with impacted ANC's held	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	23
5 - Collective Bargaining (5 Measures)						
Total number of non-compensation collective bargaining agreements currently under negotiation	Quarterly	14	15	20	15	15
Total compensation collective bargaining agreements currently under negotiation	Quarterly	14	12	15	12	12
Total number of compensation agreements within DC government	Quarterly	22	22	22	22	22
Total number of non-compensation agreements within DC government	Quarterly	41	44	45	44	44
Number of grievance cases referred to OLRCB	Quarterly	13	14	12	6	45
5 - Training (1 Measure)						
Total number of employees trained in labor relations and collective bargaining	Quarterly	73	134	19	18	244
6 - Agency Operations (1 Measure)						
Number of annual multiagency and cross cluster projects coordinated by OCA	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22

2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
Government Operations (5 Strategic initiatives)				
			In FY17, OCA conducted a survey of current agency practices around	

<p>Collect information on current customer service in DC gov't as well as best practices</p>	<p>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.</p>	<p>Complete</p>	<p>improving and measuring customer care. OCA also conducted independent research of such practices and initiatives used by other organizations and institutions outside of District government. From this work, OCA developed a draft project plan to guide a comprehensive Customer Care Initiative. OCA also convened a cross-agency Customer Care working group to inform, develop, launch and lead projects identified through research and discussion in FY18.</p>	
<p>Development and measurement of new city-wide standards for customer service</p>	<p>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.</p>	<p>Complete</p>	<p>In FY17, OCA developed a set of standard core business function KPIs, including those focused on customer experience and customer service delivery. In FY18, OCA will work with ten agencies to pilot and internally measure the customer experience measures. Additionally, OCA developed a framework for an adaptable approach to improving customer care across District government, including suggested standards. This framework will be refined through FY18 by the cross-agency Customer Care working group, and OCA will launch the framework in FY18.</p>	
<p>Streamline the hiring process</p>	<p>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.</p>	<p>75-99%</p>	<p>DCHR established a team of Lean Six Sigma certified staff to review the processes around recruiting and filling positions, and relevant Human Resources policies. In FY17, DCHR examined the amount of time dedicated to each step of the hiring and recruitment process and potential ways to improve and operationalize the improvements. Key accomplishments include internal stakeholder meetings on service delivery impacts, continued process reviews for the full-cycle of hiring process, and meetings with agencies to develop a best practice road map.</p>	<p>FY17 comprised a data gathering period, creating process maps for hiring, which vary based on hiring agency. By the mid-point of FY18, we expect action plans to be in place to realize some efficiency and</p>

				improvement.
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.	Complete	OCP created and began using a District-wide dashboard that provides insight on key activities related to the District's procurement health, including workload balance and staffing, execution of milestone plans for each acquisition, cancelled solicitations, and matters before the Contract Appeals Board.	
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.	Complete	The DC Department of Human Resources refreshed their learning and development classes and will work to market those resources more broadly so that current employees are leveraging basic technical literacy skills. With this, the District will increase transferrable skills that will serve as a benefit to both employees and the District alike.	
Grants Management (2 Strategic initiatives)				
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.	50-74%	We are currently working with the Grants Management Advisory Council, OCFO and the Office of Partnerships and Grants to thru different sections of the policies and procedures manual.	This item has been marked as an initiative for FY 2018. We need more resources and interagency collaboration to complete this item.
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	Complete	All agencies have completed Single Audit Remediation Plans and submitted them in Quickbase. We are currently ramping up for the FY 17 Single Audit and plan to release the Single Audit Sourcebook to agencies at the beginning of the calendar year.	

	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.			
OFFICE OF PERFORMANCE MANAGEMENT (10 Strategic initiatives)				
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.	Complete	The Lab@DC has been successfully launched, and over the course of FY17 maintained 37 projects in their portfolio (at various stages of completion), and boasts a rapidly growing public presence (2,000 e-news subscribers, 1,200 Twitter followers, launched a website, 24 public guest speaker events).	
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.	0-24%	The research data sandbox initiative was reconsidered as a strategic initiative. Instead several tools were developed to facilitate research data sharing within District government. The tools developed include a secure uploading environment used by OCA and MPD as well as a shared secure computing environment used by The Lab.	The research data sandbox initiative was reconsidered as a strategic initiative. Instead several tools were developed to facilitate research data sharing within District government.
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.	0-24%	OCA had periodic conversations with The Civic Innovate Foundation (CIF) about establishing a SuperPublic site in DC. CIF's proposal shifted to a more narrow focus on autonomous vehicles and a joint application to a third party for funding. Given this shift, this project was not completed.	A shift in focus by the partner organization, The Civic Innovate Foundation (CIF), prevented further development. We do not plan to continue pursuing this initiative.
			The Lab @ DC currently has two Pre-	

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.	Complete	Analysis Plans(PAP) registered on OCA's Open Science Framework (OSF) page and will have several more added throughout the quarter. The drafting and review of PAP's is included in SOP for all Lab projects and in standard language in OCA's data use agreements with agencies. Lab staff members have conducted multiple public events to discuss the PAP for the evaluation of MPD's Body Worn Cameras program, before any analyses had been conducted or reported; possibly a first for any municipal government.	
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.	Complete	The Lab hosted a first-of-its-kind Form-a-Palooza in July 2017. Similar to a hackathon, it brought together District agencies, as well as 100 residents and stakeholders, to systematically improve five District forms (DMV's Driver License and Identification Card Application, DCRA's Basic Business License, DDS's Disability Services Intake Application, DOEE's Lead Disclosure Form, and DHS's Temporary Assistance for Needy Families Job Search Log) through guided facilitation.	
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	25-49%	We submitted a Consolidated Survey Platform (CSP) proposal to the Bloomberg Philanthropies 2017 Mayors Challenge. The Mayors Challenge provides funding to cities that seek to use innovative ways to tackle urgent problems. We expect to hear back from Bloomberg Philanthropies in January 2018 whether or not DC is one of 35 Champion Cities that will receive up to \$100,000 to pilot their idea. In the meantime, we continue to engage with other jurisdictions and survey researchers in order to gain insight from their experiences. We also	The project lead joined the team three months into the fiscal year. Scoping the project, to include identifying alternatives for developing and funding the CSP, consumed the remainder of the fiscal year. The anticipated

	collection.		continue to refine the alternatives for developing and funding the key elements of the CSP, including survey development, survey delivery, and data management.	completion date for the CSP pilot is September 2018 and June 2019 for the full CSP.
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.	50-74%	The Office of the City Administrator supported DPR in its successful roll-out of an online permitting system, RecTrac. Additionally, in coordination with the Office of the Deputy Mayor for Education, OCA established an Advisory Group to solicit input from key public space users, e.g. school facility and field users, recreation center users, library users, and others with an interest in the community' use of public space use.	The business process and policy review is ongoing and will roll over into FY18, supported by the Advisory Group.
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.	Complete	The Mayor's dashboard has been redesigned both aesthetically and in terms of content and user experience. OCA continues to sensitize cabinet members and Deputy Mayor's on the features of the new dashboard. The next phase will be to launch an iterative version of the dashboard early in 2018.	
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.	25-49%	OCA held two Cap stat Meetings with various DC government stakeholders regarding the creation of a "vendor scorecard".	Unfortunately, the meetings uncovered numerous challenges with various stakeholders challenging the feasibility of creating a true method for rating vendors of various government services. OCA

				will continue to engage the stakeholders over the coming calendar year.
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.	Complete	A monthly working group was established with the agency stakeholders to offer stewardship to the process improvement projects for 311 identified in FY16. While significant process has been made in this arena, OCA will continue to host 311 working group sessions in FY18 and has plans to host at least one 311 CapSTAT in FY18.	
OFFICE OF PUBLIC PRIVATE PARTNERSHIPS (2 Strategic initiatives)				
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.	Complete	The office is setup.	
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.	Complete	OP3 completed the first phases of two projects Street Lighting Modernization, the Daly Building Renovation and a Corrections Center.	
Resilient Cities (1 Strategic Initiative)				
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.	25-49%	OCA held an Agenda-Setting Workshop with 100+ stakeholders to help set the strategic agenda for Resilient DC. Subsequently, on August 7th, 2017, OCA established a Chief Resilience Officer ("CRO"), reporting to the City Administrator, to guide the development of a Resilient DC Strategy. Finally, during the fourth quarter of FY17, the CRO convened a meeting of the Mayor's Resilience Cabinet to formerly kick off the development of the Resilient DC Strategy.	The Chief Resilience Officer ("CRO") was hired in Q4 of FY17 and the Mayor's Resilience Cabinet subsequently kicked-off the development of the Resilient DC Strategy to be completed in FY18.

Agency Office of the City Administrator

Agency Code AE0

Fiscal Year 2018

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.

2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# 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	2	4
2	Advance efficient and effective DC government services by developing a priority driven budget process informed by scientific research and performance management practices.	2	4
3	Expand and enhance the use of public-private partnerships to revitalize and expand the District’s infrastructure	1	1
4	Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives	4	2
5	Create and maintain a highly efficient, transparent and responsive District government.**	9	0
TOT		18	11

2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 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 agency initiatives either fully or partially achieved	<input type="checkbox"/>	Not available	95	Not Available	95	84.2	95	90	95
Percentage of fiscal year key performance indicators either fully or partially achieved	<input type="checkbox"/>	75	85	63.4	85	74.7	88	75	88
2 - Advance efficient and effective DC government services by developing a priority driven budget process informed by scientific research and performance management practices. (2 Measures)									
Percent of District agencies completing a fiscal year performance plan	<input type="checkbox"/>	100	95	100	100	100	100	100	100

Percent of District agencies participating in the performance management program completed training	<input type="checkbox"/>	41	95	74	95	71.6	95	96	95
3 - 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	<input type="checkbox"/>	Not available	Not available	Not Available	1	Not Available	3	3	3
4 - Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives (4 Measures)									
Number of collective bargaining agreements reached without arbitration	✓	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	New Measure
Number of collective bargaining agreements reached with arbitration	✓	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	New Measure
Number of collective bargaining negotiations without an agreement reached	✓	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	New Measure
Number of cases where litigation resulted in lawyer fees being awarded to opposing counsel	✓	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	New Measure

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
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	1	1
GOVERNMENT OPERATIONS	Government Operations	Lead the Government Operations cluster and Government Operations agencies by driving high-quality performance, continuous improvement, innovation, and cost-effective solutions.	Daily Service	0	0
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	3	2

Resilient DC	Resilient DC	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	0	2
TOT				4	5
2 - Advance efficient and effective DC government services by developing a priority driven budget process informed by scientific research and performance management practices. (4 Activities)					
OFFICE OF BUDGET AND 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	1	0
OFFICE OF BUDGET AND PERFORMANCE MANAGEMENT	The Lab@DC	The Lab uses scientific insights and methods to test and improve policies and provide timely, relevant, and high-quality analysis to inform the District's most important decisions. Research teams provide additional capacity to agencies to run Randomized Control Trials (RCTs), rapid RCTs, and applied analytics projects	Daily Service	3	3
OFFICE OF BUDGET AND 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	1	4
OFFICE OF BUDGET AND PERFORMANCE MANAGEMENT	Developing the Mayor's Budget	Design an operating budget and capital budget for future fiscal years by allocating scarce resources in an efficient manner aligned with the Mayor's priorities.	Daily Service	1	0
TOT				6	7
3 - 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	1	2
TOT				1	2
4 - Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives (2 Activities)					
LABOR	Training	OLRCB provides training to labor liaisons, managers, supervisors and	Daily Service	1	0

RELATIONS/COLLECTIVE BARGAINING		management officials concerning their rights and obligations under the CMPA and applicable labor law, policies and procedures.				
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	0
TOT					7	0
TOT					18	14

2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual
1 - Agency Operations (1 Measure)					
Number of annual multiagency and cross cluster projects coordinated by OCA	<input type="checkbox"/>	Not available	Not Available	26	22
1 - Grants Management (3 Measures)					
Total dollar amount of Federal grant money given to DC	✓	Not available	Not Available	New Measure	New Measure
Number of Single Audit Findings	✓	Not available	Not Available	New Measure	New Measure
Number of single audit repeat findings	✓	Not available	Not Available	New Measure	New Measure
2 - CapSTAT (1 Measure)					
Total number of CapStat meetings held	<input type="checkbox"/>	Not available	Not Available	9	14
2 - Developing the Mayor's Budget (1 Measure)					
Number of budget engagement forums hosted	<input type="checkbox"/>	Not available	Not Available	3	3
2 - Performance Management & Strategic Planning (1 Measure)					
Number of cluster meetings held to review progress on FY annual performance plans	✓	Not available	Not Available	New Measure	13
2 - The Lab@DC (3 Measures)					
Number of Rapid RCTs completed	✓	Not available	Not Available	New Measure	New Measure

Number of RCTs completed	✓	Not available	Not Available	New Measure	New Measure
Number of applied analytics projects completed	✓	Not available	Not Available	New Measure	New Measure
3 - Public Private Partnerships (1 Measure)					
Number of meetings with impacted ANC's held	<input type="checkbox"/>	Not available	Not Available	Not Available	23
4 - Collective Bargaining (6 Measures)					
Number of non-compensation collective bargaining agreements currently under negotiation	✓	Not available	Not Available	New Measure	New Measure
Total compensation collective bargaining agreements currently under negotiation	✓	Not available	Not Available	New Measure	New Measure
Number of cases pending at the start of year	✓	Not available	Not Available	New Measure	New Measure
Number of cases referred to OLRCB during the fiscal year	✓	Not available	Not Available	New Measure	New Measure
Number of cases closed (withdrawn, settled, or reached judgement)	✓	Not available	Not Available	New Measure	New Measure
Number of union dues applications received	✓	Not available	Not Available	New Measure	New Measure
4 - Training (1 Measure)					
Total number of employees trained in labor relations and collective bargaining	<input type="checkbox"/>	Not available	Not Available	549	244

Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Annual Grants Conference	In FY18, OCA will host an Annual Grants Conference and launch a new survey of participants to assess the quality of the annual training.	09-30-2018
Generate a Preliminary Resilience Assessment & Discovery Areas	Resilient DC will perform detailed analysis and extensive stakeholder outreach to develop a baseline assessment of DC's resilience and to identify opportunities for further discovery. This analysis will include a resilience perceptions assessment; shocks, stresses, and risk assessment; and inventory of existing and planned actions/initiatives. Findings will be synthesized into a Preliminary Resilience Assessment, which will also identify 4-5 key areas for further analysis in the resilience strategy.	09-30-2018
Publish Resilience Strategy	Resilient DC will identify and validate DC's key resilience goals and initiatives in a public and inspirational document. The Resilience Strategy will be the result of detailed analysis, research, and outreach into 4-5 key discovery areas (each with their own inter-agency and stakeholder working group). Findings will be synthesized and presented to the Resilience Cabinet to identify agreed upon resilience goals and initiatives.	09-30-2018

Street Lighting/Wi-Fi Project	In FY18 the OP3 will reach commercial close on this innovative and environmentally beneficial project. With commercial close achieved the private partner should be able to reach financial close soon after with design and construction underway.	09-30-2018
Henry J. Daly Building Project:	In FY18 the OP3 will select the preferred bidder for this important project to save one of the District's most historic facilities. By that point in the procurement the District will have a clear idea as to what the interior of a renovate Daly Building will look like.	09-30-2018
Identity 5 new "Lab Affiliates" at DC agencies and local universities	In FY18, The Lab @ DC will identity 5 new "Lab Affiliates" at DC agencies and local universities who will join the The Lab part time, for at least one define project in their area of interest.	09-30-2018
Establish two new partnerships with local universities	In FY18, The Lab @ DC will establish 2 new partnerships with local universities to share staff and collaborate on research projects to benefit District residents.	09-30-2018
Form-a-Palooza TWO!	As a followup to the successful and first ever "Form-A-Palooza" held in FY17, The Lab@DC will coordinate a second "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.	09-30-2018
Paid Leave Implementation	In FY 2018, OCA will assist DOES in the implementation of the paid leave act, including coordinating the vital program start-up work streams of technology procurement and development and securing space for the new program. Additionally, OCA will support the Mayor in evaluating paid leave amendments put forth by Council. OCA will ensure DOES is well supported in its endeavor to establish a paid leave program that collects the employer tax and administers the benefits provided for in the Act.	09-30-2018
Core Business Function Measures Implementation	In FY18, OCA intends to develop and track 6-10 initial KPIs across all agencies in the following functional areas: Human Resource Management, Financial Management, Contracts and Procurement, Knowledge Management, and Customer Service. While many of these functions have an "agency owner", there is utility in tracking measures across all agencies to help the CA identify "challenge areas" on a quarterly basis.	09-30-2018
311 System Improvements	In FY18, OCA will: hold at least one 311 CapSTAT; integrate DCRA into the 311 system (including vacant property and illegal construction service requests); and integrate at least one more agency into the 311 service request system.	09-30-2018
Customer Service Initiative	In FY18, OCA will continue to host Customer Care working group meetings; will launch at least two multi-agency customer care projects, and will pursue the issuance of a Mayoral Memo on Customer Service for the entire district.	09-30-2018
Grants Management Policy	In FY18, OCA will finalize and issue a policy for grants management district-wide.	09-30-2018
Coordination of short-term family housing plans	In FY18, OCA will support DMHHS in implementing the Mayor's plan to close and replace DC General with dignified, short-term housing for families experiencing homelessness. The FY18 implementation activities will include overseeing coordination between DGS and DHS to deliver new short-term family housing facilities and programs, and to execute the closure of DC General.	09-30-2018

ATTACHMENT J
Question 36

Agency Name

Annual Freedom of Information Act Report for Fiscal Year 2017
October 1, 2016 through September 30, 2017

FOIA Officer Reporting _____

PROCESSING OF FOIA REQUESTS

1. Number of FOIA requests received during reporting period
2. Number of FOIA requests pending on October 1, 2016.....
3. Number of FOIA requests pending on September 30, 2017.....
4. The average number of days unfilled requests have been pending before each public body as of September 30, 2017

DISPOSITION OF FOIA REQUESTS

5. Number of requests granted, in whole.....
6. Number of requests granted, in part, denied, in part.....
7. Number of requests denied, in whole.....
8. Number of requests withdrawn.....
9. Number of requests referred or forwarded to other public bodies.....
10. Other disposition

-----> OCA had no responsive documents for one request but referred it to OLRCB (such request is counted here as both "referred" and "no responsive records")

NUMBER OF REQUESTS THAT RELIED UPON EACH FOIA EXEMPTION
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11. Exemption 1 - D.C. Official Code § 2-534(a)(1).....
12. Exemption 2 - D.C. Official Code § 2-534(a)(2).....
13. Exemption 3 - D.C. Official Code § 2-534(a)(3)
 - Subcategory (A).....
 - Subcategory (B).....
 - Subcategory (C)
 - Subcategory (D)
 - Subcategory (E)
 - Subcategory (F)
14. Exemption 4 - D.C. Official Code § 2-534(a)(4)
15. Exemption 5 - D.C. Official Code § 2-534(a)(5).....

- 16. Exemption 6 - D.C. Official Code § 2-534(a)(6)
 - Subcategory (A).....
 - Subcategory (B).....
- 17. Exemption 7 - D.C. Official Code § 2-534(a)(7).....
- 18. Exemption 8 - D.C. Official Code § 2-534(a)(8).....
- 19. Exemption 9 - D.C. Official Code § 2-534(a)(9).....
- 20. Exemption 10 - D.C. Official Code § 2-534(a)(10).....
- 21. Exemption 11 - D.C. Official Code § 2-534(a)(11).....
- 22. Exemption 12 - D.C. Official Code § 2-534(a)(12).....

TIME-FRAMES FOR PROCESSING FOIA REQUESTS

- 23. Number of FOIA requests processed within 15 days.....
- 24. Number of FOIA requests processed between 16 and 25 days.....
- 25. Number of FOIA requests processed in 26 days or more.....
- 26. Median number of days to process FOIA Requests.....

RESOURCES ALLOCATED TO PROCESSING FOIA REQUESTS

- 27. Number of staff hours devoted to processing FOIA requests.....
- 28. Total dollar amount expended by public body for processing FOIA requests.....

FEEES FOR PROCESSING FOIA REQUESTS

- 29. Total amount of fees collected by public body.....

PROSECUTIONS PURSUANT TO SECTION 207(d) OF THE D.C. FOIA

- 30. Number of employees found guilty of a misdemeanor for arbitrarily or capriciously violating any provision of the District of Columbia Freedom of Information Act

QUALITATIVE DESCRIPTION OR SUMMARY STATEMENT

Pursuant to section 208(a)(9) of the D.C. FOIA, provide in the space below or as an attachment, “[a] qualitative description or summary statement, and conclusions drawn from the data regarding compliance [with the provisions of the Act].”

ATTACHMENT K
Question 37

OCA Reports from Fiscal Year 2017 and 2018 (to date)				
Name	Purpose	Status	Author	Grant/ Funding
Encouraging Police Officer Applications with Direct Mail	Review of MPD's hiring process and helping MPD test possible improvements to its recruiting practices.	Estimated completion: March 2018	OCA	Laura and John Arnold Foundation Grant (LJAF)
457b Enrollment Campaign	Evaluation of methods to increase employee enrollment in 457(b) accounts through an evidence-based email marketing campaign.	Estimated completion: April 2018	OCA	LJAF
Flexible Rent Subsidy	Evaluation of a new program that allocates a fixed annual subsidy for low-income families' use for rent and housing maintenance.	Estimated completion: September 2019	OCA	LJAF
Rodent Abatement Predictive Analysis	Development of a predictive model that generalizes data coming in through the District's 311 system to identify locations where rodent infestations are likely.	Estimated completion: May 2018	OCA	LJAF
SmartCans and Litter Reduction	Evaluation of whether signs that contain behaviorally-informed messages placed on litter cans around the District of Columbia are effective in reducing litter.	Estimated completion: May 2018	OCA	LJAF
MPD Recruitment	Review of MPD's hiring process and testing of possible improvements to its recruiting practices.	Completed November 2017	OCA	LJAF
DC Body-Worn Camera Evaluation	Evaluation of the District's randomized controlled trial to examine the effects of MPD's body-worn camera program.	Completed November 2017	OCA	LJAF
DC Crime Gun Intelligence Center Evaluation	Evaluating the National Integrated Ballistic Information Network process for areas in need of improvement and evaluating impacts of the process in order to quantify the DC Crime Gun Intelligence Center's effect on criminal justice-related outcomes in the District.	Not completed	OCA	LJAF
911 Nurse Triage Line Randomized Controlled Trial	Implementation of a nurse triage line for low acuity 911 callers.	Estimated completion: Early 2019	OCA	LJAF

Exploring How the Criminal Code is Used	Evaluation of existing District practice regarding charging (e.g., to indicate whether and how overlapping offenses on the books are actually used) and sentencing (e.g., to determine the characteristics of cases that are penalized most and least severely).	Estimated completion: January 2019	OCA	LJAF
Form-a-Palooza	Systematic improvement of District forms through guided facilitation.	Completed: July 2017	OCA	LJAF
TANF A/B Letter Testing	Implementation of strategies aimed at increasing recertification rates in the TANF program by sending a supplementary reminder letter.	Estimated completion: May 2018	OCA	LJAF
Consolidated Survey Platform	Administration of the consolidated survey platform in order to create a streamlined and accessible way for residents to engage with the District government.	Estimated completion: June 2019	OCA	LJAF
OVSJG SUSO Improvement Project	Evaluation and improvement of the “Show Up, Stand Out” program outreach efforts to families with students that have reached five or more unexcused absences.	Estimated completion: September 2019	OCA	LJAF
Photo Feedback on 311	Use of photo feedback (linked from email/SMS text message) to visually show people who make 311 requests that their request was completed (e.g. take a picture of the filled pothole) in order to increase citizen satisfaction and engagement.	Estimated completion: March 2019	OCA	LJAF
Improving Housing Inspections with Predictive Modeling	Improving the proactive inspection program by automating the process for researching qualification, reducing travel times for inspectors, and risk-based prioritization of certain buildings for inspection.	Estimated completion: June 2018	OCA	LJAF
DCRA Improving Outreach & Education	Evaluation of a randomized control trial to increase registration for and participation in DCRA’s educational series.	Estimated completion: March 2018	OCA	LJAF
DCRA Permitting Process Improvement	Evaluation of changes to the existing DCRA building permit application submission process.	Completed	OCA	LJAF
NEAR Act Report: Analysis of Crime Trends in the District of Columbia	Annual report outlining trends in crime statistics in the District.	Completed: February 2018	OCA	LJAF

Office of the City Administrator (AEO) Schedule A

Posn Nbr	Title	Name	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Pay	Agency	Index	PCA	Fund Code	Posn Effdt	F/P Time	Reg/Tem p/Term
00044755	Special Assistant	Murphy,Christina D	11/27/2017	F	14	7	\$ 114,199.00	\$ 21,241.01	DS	AEO	1090L	10900	0100	12/24/2017	F	Reg
00091223	Deputy Budget Director	Carlile,Saesha Lynn	11/27/2017	F	10	0	\$ 164,820.00	\$ 30,656.52	XS	AEO	20020	20020	0100	11/26/2017	F	Reg
00087161	Program Analyst	Breems,Joseph D.	10/16/2017	F	13	6	\$ 94,035.00	\$ 17,490.51	DS	AEO	2009L	20009	0100	12/10/2017	F	Reg
00042803	Senior Budget Analyst	Botchway,Jared A.	9/18/2017	F	9	0	\$ 115,000.00	\$ 21,390.00	XS	AEO	20070	20070	0100	1/14/2018	F	Reg
00047838	Budget Analyst	Sollitt,Colin Michael	9/5/2017	F	5	0	\$ 77,857.33	\$ 14,481.46	XS	AEO	20070	20070	0100	1/14/2018	F	Reg
00092291	Chief Resilience Officer	Bush,Kevin	8/7/2017	F	16	0	\$ 130,000.00	\$ 24,180.00	DS	AEO	ROC18	20020	8400	4/25/2017	F	Reg
00042744	Data Visualization Analyst	Chandler,Jamie	5/15/2017	F	14	5	\$ 108,063.00	\$ 20,099.72	DS	AEO	20070	20070	0100	3/21/2017	F	Reg
00085238	Performance Analyst	Hammond,Guy C	2/6/2017	F	13	2	\$ 83,647.00	\$ 15,558.34	DS	AEO	20010	20010	0100	3/21/2017	F	Reg
00087610	Attorney Advisor	Liebowitz,Kenneth	11/28/2016	F	12	2	\$ 82,472.00	\$ 15,339.79	LA	AEO	20020	20020	0100	10/1/2016	F	Reg
00033096	ATTORNEY ADVISOR	Bryant,Asha	9/6/2016	F	13	4	\$ 104,404.00	\$ 19,419.14	LA	AEO	3005L	30050	0100	1/10/2018	F	Reg
00090858	Director of the Lab @ DC	Yokum,David V	7/18/2016	F	10	0	\$ 150,751.83	\$ 28,039.84	XS	AEO	ARN18	20010	8400	2/28/2017	F	Reg
00047076	Program Analyst	Kornfield,Daniel Francis	6/6/2016	F	13	0	\$ 124,630.00	\$ 23,181.18	DS	AEO	20070	20070	0100	1/14/2018	F	Reg
00043609	Senior Budget Analyst	Griffin,Consha A	5/2/2016	F	9	0	\$ 118,450.00	\$ 22,031.70	XS	AEO	20070	20070	0100	1/14/2018	F	Reg
00088466	Grants Management Specialist	Jones,Ida	4/25/2016	F	13	7	\$ 96,632.00	\$ 17,973.55	DS	AEO	1090L	10900	0100	10/1/2016	F	Reg
00087531	Applied Research Analyst	Katz,Lia	2/1/2016	F	13	5	\$ 91,438.00	\$ 17,007.47	DS	AEO	20010	20010	0100	10/1/2016	F	Reg
00087530	Applied Research Analyst	Quinney,Samuel	1/19/2016	F	14	10	\$ 123,403.00	\$ 22,952.96	DS	AEO	20010	20010	0100	10/30/2016	F	Reg
00094609	Senior Operations Analyst	Wong,Jacob	1/19/2016	F	14	0	\$ 108,000.00	\$ 20,088.00	DS	AEO	20010	20010	0100	11/20/2017	F	Reg
00087586	Agency Operations Analyst	Karnofsky,Alan M.	1/4/2016	F	7	0	\$ 88,384.00	\$ 16,439.42	XS	AEO	20020	20020	0100	10/29/2017	F	Reg
00044595	External Affairs Manager	Herrell,Arlen E.	4/16/2017	F	6	0	\$ 89,610.00	\$ 16,667.46	XS	AEO	20070	20070	0100	10/30/2017	F	Reg
00044413	DIRECTOR	Miller Gabriel,Seth W.	11/30/2015	F	10	0	\$ 151,925.00	\$ 28,258.05	XS	AEO	20040	20040	0100	10/1/2016	F	Reg
00046963	Chief of Staff	Miller-Vierra,Lyndsey M	9/14/2015	F	9	0	\$ 119,480.00	\$ 22,223.28	XS	AEO	2009L	20009	0100	3/21/2017	F	Reg
00047162	Chief of Staff	Stutz,Benjamin J	2/19/2017	F	9	0	\$ 147,000.00	\$ 27,342.00	XS	AEO	20010	20010	0100	3/21/2017	F	Reg
00085848	Public Affairs Manager	Rockett,Ayana L	4/20/2015	F	7	0	\$ 97,602.80	\$ 18,154.12	XS	AEO	20020	20020	0100	10/29/2017	F	Reg
00085849	Communications Director	Dedner,Olivia W	3/23/2015	F	8	0	\$ 125,500.00	\$ 23,343.00	XS	AEO	20020	20020	0100	10/29/2017	F	Reg
00043663	Program Analyst	Felder,Wendell E	2/23/2015	F	7	0	\$ 83,444.42	\$ 15,520.66	DS	AEO	20020	20020	0100	10/1/2016	F	Reg
00085635	Executive Assistant	Banner,Timothy OBrian	1/21/2015	F	13	6	\$ 94,035.00	\$ 17,490.51	DS	AEO	1090L	10900	0100	7/23/2017	F	Reg
00047270	Senior Agency Operations Analyst	Holt,Kasmin C.E.	1/20/2015	F	7	0	\$ 97,850.00	\$ 18,200.10	XS	AEO	20020	20020	0100	10/29/2017	F	Reg
00042765	Budget Director	Reed,Jennifer R	1/20/2015	F	11	0	\$ 180,353.00	\$ 33,545.66	XS	AEO	20070	20070	0100	3/20/2017	F	Reg
00063462	City Administrator	Young,Rashad Mikal	1/2/2015	F	11	0	\$ 295,000.00	\$ 54,870.00	XS	AEO	1090L	10900	0100	10/1/2016	F	Reg
00043316	ATTORNEY ADVISOR	Maltz,Stephanie	1/2/2015	F	12	5	\$ 90,458.00	\$ 16,825.19	LA	AEO	3005L	30050	0100	1/10/2018	F	Reg
00042264	ATTORNEY ADVISOR	Hathaway,Charles Michael	5/5/2014	F	13	3	\$ 101,241.00	\$ 18,830.83	LA	AEO	3005L	30050	0100	1/10/2018	F	Reg
00092332	Deputy Capital Budget Director	Mulat,Nathan	3/3/2014	F	7	0	\$ 103,000.00	\$ 19,158.00	XS	AEO	20070	20070	0100	11/26/2017	F	Reg
00048146	Clerical Assistant	Mclaughlin,Issac	1/13/2014	F	4	5	\$ 33,417.00	\$ 6,215.56	DS	AEO	3005L	30050	0100	1/21/2018	F	Reg
00040852	ATTORNEY ADVISOR	Harris,Vincent D	7/15/2013	F	12	5	\$ 90,458.00	\$ 16,825.19	LA	AEO	3005L	30050	0100	1/10/2018	F	Reg
00046296	EXECUTIVE ASST	Redfean,Mary E.	7/15/2003	F	12	7	\$ 83,443.00	\$ 15,520.40	DS	AEO	3005L	30050	0100	1/10/2018	F	Reg
00002325	ATTORNEY ADVISOR	Naylor,Kathryn A.	12/12/2005	F	14	8	\$ 138,335.00	\$ 25,730.31	LA	AEO	3005L	30050	0100	1/10/2018	F	Reg
00070727	Chief of Staff	Stokes,Kevin Maurice	3/26/2012	F	14	0	\$ 109,695.00	\$ 20,403.27	DS	AEO	3005L	30050	0100	1/10/2018	F	Reg
00088558	Program Analyst	Caceres,Alexandra	5/1/2016	F	13	7	\$ 96,632.00	\$ 17,973.55	DS	AEO	2009L	20009	0100	3/21/2017	F	Reg
00000790	Deputy Direct of Public-Privat	Gluckman,Judah G.	11/30/2015	F	10	0	\$ 118,450.00	\$ 22,031.70	XS	AEO	20040	20040	0100	3/16/2017	F	Reg
00046757	Energy Program Officer	Newton,Harrison	3/5/2017	F	15	0	\$ 110,620.97	\$ 20,575.50	DS	AEO	3005L	30050	0100	3/5/2017	F	Reg
00093361	Project Manager	Shapiro,Anna L	10/1/2017	F	15	0	\$ 118,000.00	\$ 21,948.00	DS	AEO	20040	20040	0100	7/25/2017	F	Reg
00047445	Special Assistant	Simmons,Kyle E	6/9/2010	F	12	6	\$ 81,260.00	\$ 15,114.36	DS	AEO	3005L	30050	0100	1/10/2018	F	Reg
00046201	SUPERVISORY ATTORNEY ADVISOR	Levy,Michael D	1/6/2008	F	1	0	\$ 140,873.22	\$ 26,202.42	LX	AEO	3005L	30050	0100	1/10/2018	F	Reg
00043049	Interim Director	Bullock,Repunzelle R.	8/6/2007	F	10	0	\$ 164,820.22	\$ 30,656.56	XS	AEO	3005L	30050	0100	10/30/2017	F	Reg
00047277	Deputy Director	McGaw,John E	5/29/2007	F	10	0	\$ 164,820.22	\$ 30,656.56	XS	AEO	20070	20070	0100	3/20/2017	F	Reg
00048561	Senior Legal Advisor	Kreiswirth,Barry	3/21/2005	F	10	0	\$ 158,604.55	\$ 29,500.45	XS	AEO	1090L	10900	0100	10/1/2016	F	Reg
00038816	STAFF ASSISTANT	Holt,Wendell L	11/13/2005	F	12	8	\$ 85,626.00	\$ 15,926.44	DS	AEO	1090L	10900	0100	10/1/2016	F	Reg
00016673	ADMIN OFFICER	Kaiser Dark,Phyllis	4/9/2001	F	12	10	\$ 89,992.00	\$ 16,738.51	DS	AEO	3005L	30050	0100	1/10/2018	F	Reg
00021651	Senior Budget Analyst	Murray,Christopher A	2/7/2016	F	9	0	\$ 143,833.29	\$ 26,752.99	XS	AEO	20070	20070	0100	1/14/2018	F	Reg
00073646	Chief Performance Officer			V	10	0	\$ 144,910.00	\$ 26,953.26	XS	AEO	20010	20010	0100	10/30/2016	F	Reg
00087529	Applied Research Analyst			V	13	0	\$ 81,050.00	\$ 15,075.30	DS	AEO	20010	20010	0100	1/22/2017	F	Reg
00039038	SUPERVISORY ATTORNEY ADVISOR			V	1	0	\$ 137,181.50	\$ 25,515.76	LX	AEO	3005L	30050	0100	1/10/2018	F	Reg
00040110	ATTORNEY ADVISOR			V	13	0	\$ 94,915.00	\$ 17,654.19	LA	AEO	3005L	30050	0100	1/28/2018	F	Reg
00082698	Attorney Advisor			V	12	0	\$ 79,810.00	\$ 14,844.66	LA	AEO	3005L	30050	0100	1/10/2018	F	Reg