



Office of Mayor Muriel Bowser

John A. Wilson Building | 1350 Pennsylvania Ave, NW, Suite 300 | Washington, DC 20004

Office of the City Administrator

February 8, 2023

Hon. Anita Bonds  
Chairperson, Committee on Executive Administration and Labor  
1350 Pennsylvania Avenue, N.W.  
Washington, D.C. 20004

Dear Chairperson Bonds,

Below please find the responses to the Committee's questions on the performance oversight of the Office of the City Administrator.

Standard Agency Questions

1. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.
  - a. Please provide the number of divisions or bureaus within your agency, the number of staff in each division, the lead personnel of each division and their contact information, and the lead personnel's tenure in that division.
  - 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 the previous year.

**Response:** Please see attachment Q1.

2. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the employee's title/position, salary, fringe benefits, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please separate salary and fringe and indicate whether the position must be filled to comply with federal or local law.

**Response:** Please see attachment Q2.



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

**Response:** Please see attachment Q3.

4. Please provide the Committee with:
  - a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY22 and FY23 to date;
  - b. A list of monthly costs for cell phones, tablets, and laptops.
  - c. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned, as well as a description of all vehicle accidents involving the agency’s vehicles in FY22 and FY23 to date;
  - d. A list of travel expenses, arranged by employee for FY22 and FY23 to date, including the justification for travel; and
  - e. A list of the total workers’ compensation payments paid in FY22 and FY23 to date, including the number of employees who received workers’ compensation payments, in what amounts, and for what reasons.

**Response:** Please see attachment Q4.

5. For FY22 and FY23 to date, please list all intra-District transfers to or from the agency.

**Response:** Please see attachment Q5.

6. For FY22 and FY23 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 code;
  - b. The source of funding;
  - c. A description of the program that generates the funds;
  - d. The amount of funds generated by each source or program;
  - e. Expenditures of funds, including the purpose of each expenditure; and
  - f. The current fund balance.

**Response:** The OCA does not maintain any special purpose revenue funds.

7. Please list all memoranda of understanding (“MOU”) entered into by your agency during FY22 and FY23 to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date.

**Response:** Please see attachment Q7.

8. Please list the ways, other than MOU, in which the agency collaborated with analogous agencies in other jurisdictions, with federal agencies, or with non-governmental organizations in FY22 and FY23 to date.

**Response:** OCA participates formally and informally with several outside agencies and non-governmental organizations. For example:



- The **Office of Racial Equity (ORE)**, along with staff from the Racial Equity Pilot Cohort, participates in the Government Alliance on Race and Equity training program. The ORE Director participates in the Chief Equity Officers Committee hosted by the Metropolitan Washington Council of Governments.
- OCA's **The Lab @ DC** participates in the Interjurisdictional Transit Equity Research Collaborative and the Arnold Ventures' Policy Lab network. The Lab partners with University of Maryland, College Park of Institutional Review Board feedback on the research ethics of Lab studies involving human subjects. The Lab also frequently engages with the federal Office of Evaluation Sciences and is consulted by other domestic and foreign governments to provide guidance on evidence-based work. The Lab also provides ad hoc guidance for similar teams in other jurisdictions, most recently as part of the start-up of the Office of Evaluation, Performance, and Analytics in San Diego County.
- **OCA staff** partners with the District's Office of Federal and Regional Affairs to brief federal executive and Congressional partners, including the Office of Management and Budget and House and Senate appropriations staff, to seek funding or reimbursements for the District. OCA has also worked with the Treasury Department and the Federal Emergency Management Agency (in coordination with the Homeland Security and Emergency Management Agency) to obtain guidance on, and report on, eligible uses of federal funds and reimbursable expenses related to COVID-19 and the District's responses to demonstrations occurring in the District.
- **OCA staff** also led the application for the What Works Cities certification through the Bloomberg Philanthropies. The certification recognizes local governments for their use of data to inform policy and funding decisions, improve services, create operational efficiencies, and engage residents. The Certification program assesses cities on their data-driven decision-making practices, such as whether they are using data to set goals and track progress, allocate funding, evaluate the effectiveness of programs, and achieve desired outcomes. The District has been a recipient of this certification in the past (Gold: 2020, 2019 and Silver: 2018). This will be our first time applying for the Certification since the public health emergency.
- OCA's **performance management team** participates in the Mid-Atlantic StatNet, a group consisting of federal, state, and local government agencies that collaborate on furthering the use of data, process analysis, evidence, and data visualization to make data-driven decisions.
- OCA's **Office of Gun Violence Prevention (OGVP)** collaborates with many organizations tracking gun violence. OGVP has connected with and supported numerous DC gun violence prevention nonprofits, including overseeing grant programs. Some examples of ongoing conversations in other jurisdictions include Everytown for Gun Safety, which is one of the largest gun violence prevention non-profit organizations in the United States; several organizations in Chicago including READI Chicago and Chicago CRED, which is run by former Secretary of Education Arne Duncan; and collaborating with the University of Michigan Youth Violence Prevention Center, which evaluates gun violence prevention programs. OGVP also participates in the White House Community Violence Stakeholders Meetings, as well as the National Offices of Violence Prevention



Network and Cities United, both national non-profit networks helping cities learn from each other.

9. 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 FY20, FY21, FY22, and FY23 to date.
- 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).
  - Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for FY22 and FY23 for each program and activity code.
  - Attach the cost allocation plans for FY22 and FY23.
  - In FY22 or FY23, 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 Q9 for details. Variances between personnel service appropriations and actual spending in FY22 were due to the funding of performance-based increases, COLAs and payouts for agency employees who separated from the District Government. Variances in non-personnel services were due to purchase card reconciliations.

10. Please provide as an attachment a chart showing the agency’s overall funding by source and program for FY22 and FY23 to date. Please breakdown into the following:
- Name and amount of federal source of funding agency and program, broken down in percentage (%) and dollar amount (\$).
  - Name and amount of local source of funding agency and program, broken down in percentage (%) and dollar amount (\$).
  - Identify whether each funding source is recurring or one-time.
  - Identify whether recurring funds fluctuates in its amount, the range of fluctuations, and why.

**Response:** Please see attachment Q10 for details. FY22 data includes ARPA federal funding in the amount of \$1,735,480 (16% of the OCA’s FY22 approved budget) for local revenue replacement in program 2007 to support oversight, accountability, efficiency and 9 FTEs. These funds roll over and are recurring through FY24.

11. Please provide the following information regarding capital projects:
- A list of all capital projects in the financial plan.
  - For FY20, FY21, FY22, and FY23 an update on all capital projects under the agency’s purview, including a status report on each project, the timeframe for project completion, the amount budgeted, actual dollars spent, and any remaining balances, to date.
  - An update on all capital projects planned for FY23, FY24, FY25, FY26, and FY27.



- d. A description of whether the capital projects begun, in progress, or concluded in FY20, FY21, FY22, or FY23 to date, had an impact on the operating budget of the agency. If so, please provide an accounting of such impact.

**Response:** In FY22, \$500,000 in capital funds were allocated for the creation of the Office of Racial Equity dashboard. No funds were expended in FY22. The request for proposals for the dashboard project is in process and is anticipated to be completed by the end of FY23. This project has had no impact on OCA’s operating budget.

In FY22, \$327,629 in capital funds were allocated for the creation of the LIFT pilot program.

Capital Project	Budgeted Amount	FY22 Spend	FY23 Anticipated Spend	Project Status
ORE Dashboard	\$500,000	\$0	\$500,000	RFP being created
LIFT Pilot	\$327,629	\$20,852.78	\$306,776.22	Launched and providing free/discounted fares to 1,421 residents

12. Please provide a list of all budget enhancement requests (including capital improvement needs) for FY21, FY22, FY23 to date. For each, include a description of the need and the amount of funding requested.

**Response:** Year-to-year modifications to OCA’s budget, including enhancements and reductions, are reflected in the FY21, FY22 and FY23 budget books.

13. Please list, in chronological order, each reprogramming in FY22 and FY23 to date, that impacted the agency, including those that moved funds into the agency, out of the agency, and within the agency. Include the revised, final budget for your agency after the reprogrammings for FY22 and FY23 to date. For each reprogramming, list the date, amount, rationale, and reprogramming number.

**Response:** Please see attachment Q13.

14. Please list each grant or sub-grant received by your agency in FY22 and FY23 to date. List the date, amount, source, purpose of the grant or sub-grant received, and amount expended.

- a. How many FTEs are dependent on grant funding? What are the terms of this funding? If it is set to expire, what plans, if any, are in place to continue funding the FTEs?

**Response:** In FY22 and FY23, there are no grants or sub-grants received by the agency.



15. Please list each contract, procurement, and lease, entered into, extended, and option years exercised by your agency during FY22 and FY23 to date. For each contract, please provide the following information, where applicable:
- The name of the contracting party;
  - The nature of the contract, including the end product or service;
  - The dollar amount of the contract, including amount budgeted and amount actually spent;
  - The term of the contract;
  - Whether the contract was competitively bid;
  - The name of the agency’s contract monitor and the results of any monitoring activity; and
  - The funding source.

**Response:** Please see attachment Q15.

16. Please list all pending lawsuits that name the agency as a party. 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. Please provide the extent of each claim, regardless of its likelihood of success. For those identified, please include an explanation about the issues involved in each case.

**Response:** OCA is not aware of any pending lawsuits that name OCA as a party.

17. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY22 or FY23 to date, and provide the parties’ names, the amount of the settlement, and if related to litigation, the case name, and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

**Response:** OCA is not aware of any settlements entered into by OCA or by the District on behalf of OCA in FY22 or FY23 to date.

18. Please list the administrative complaints or grievances that the agency received in FY22 and FY23 to date, broken down by source. 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. For any complaints or grievances that were resolved in FY22 or FY23 to date, describe the resolution.

**Response:** OCA is not aware of any administrative complaints or grievances received by or against OCA in FY22 or FY23 to date.

19. Please describe the agency’s procedures for reporting and investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY22 and FY23 to date, whether or not those allegations were resolved.

**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. There are no known allegations of sexual harassment in FY22 or in FY23 to date.

20. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency, or any investigations, studies, audits, or reports on the agency or any employee of the agency that were completed during FY22 and FY23 to date.

**Response:** OCA is not aware of any investigations, audits, or reports on OCA or any employee of OCA that are ongoing or were completed during FY22 or FY23 to date.

21. Please describe any spending pressures the agency experienced in FY22 and any anticipated spending pressures for the remainder of FY23. Include a description of the pressure and the estimated amount. If the spending pressure was in FY22, describe how it was resolved, and if the spending pressure is in FY23, describe any proposed solutions.

**Response:** OCA did not have any spending pressures in FY22 and does not anticipate any spending pressures for the remainder of FY23.

22. Please provide a copy of the agency's FY22 performance plan. Please explain which performance plan objectives are completed in FY22 and whether they were completed on time and within budget. If they were not, please provide an explanation.

**Response:** OCA's FY22 performance plan is included as attachment Q22. Performance plan objectives that were completed in FY22 were completed on time and within budget. For an explanation of objectives that were not completed in FY22, please see attachment Q22.

23. Please provide a copy of your agency's FY23 performance plan as submitted to the Office of the City Administrator.

**Response:** OCA's FY23 performance plan is included as attachment Q23.

24. Please provide the number of FOIA requests for FY22 and FY23 to date, that were submitted to your agency. Include the number granted, partially granted, denied, and pending. In addition, please 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.

**Response:** The table below provides information on FOIA requests received during FY22 and FY23 to date.

FOIA Requests for FY22 and FY23 to Date		
	FY22	FY23 to date
Number of FOIA requests received	31	0
Number granted in whole	2	0



<b>Number partially granted</b>	2	0
<b>Number denied in whole</b>	3	0
<b>Number withdrawn</b>	2	0
<b>Number transferred to responsive agency or no responsive documents</b>	22	0
<b>Other disposition</b>	0	0
<b>Number pending</b>	0	0
<b>Median response time</b>	0 days	N/A
<b>Estimated number of FTEs required to process requests</b>	N/A	N/A
<b>Estimated number of hours spent responding to requests</b>	OCA does not calculate the number of hours spent responding to requests	OCA does not calculate the number of hours spent responding to requests
<b>Cost of compliance</b>	OCA does not calculate the cost of compliance	OCA does not calculate the cost of compliance

25. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY22 and FY23 to date. Please state the status and purpose of each. Please submit a hard copy to the Committee if the study, research paper, report, or analysis is complete.

**Response:** Please see attachment Q25 regarding public studies, research papers, reports and analyses that OCA prepared or contracted for in FY22 and FY23 to date.

26. Provide a list of all publications, brochures and pamphlets prepared by or for the agency during FY22 and FY23 to date.

**Response:** The Lab @ DC's responses are included in attachment Q25. In November 2022, OGVP published a flyer to hand out at fairs and tabling events so that residents could understand more about who OGVP is. Please see attachment Q26.

27. Please separately list each employee whose salary was \$100,000 or more in FY22 and FY23 to date. Provide the name, position number, position title, program, activity, salary, and fringe. In addition, state the amount of any overtime or bonus pay received by each employee on the list.

**Response:** Please see attachment Q27 for OCA employee salaries over \$100,000.

28. Please list in descending order the top 25 overtime earners in your agency in FY22 and FY23 to date, if applicable. For each, state the employee's name, position number, position title, program, activity, salary, fringe, and the aggregate amount of overtime pay earned.

**Response:** No OCA employees earned overtime in FY22 or FY23 to date.





29. For FY22 and FY23 to date, please provide a list of employee bonuses or special pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay.

**Response:** No OCA employees received bonuses or special pay in FY22 or FY23 to date.

30. Please list any boards or commissions that you or members of your staff serve on or are members of. Please list the names of those staffers, the board or commission on which they serve, confirmation dates, terms, and their wards of residence.

Staff Member	Division	Boards or Commissions
Kevin Donahue	OCA	<ul style="list-style-type: none"> <li>Metropolitan Washington Council of Governments Chief Administrative Officers Committee &amp; Homeland Security Executive Committee</li> </ul>
Jennifer Reed, Director	OBPM	<ul style="list-style-type: none"> <li>DCHA Board of Commissioners</li> <li>Infrastructure Task Force</li> </ul>
Linda K. Harllee Harper, Director	OGVP	<ul style="list-style-type: none"> <li>Co-chair of two work groups for the Criminal Justice Coordinating Council (CJCC): the Violent Crime Committee and GunStat</li> <li>Member of the OCME Violent Crime Working Group</li> <li>Board Member of the Council on Criminal Justice</li> <li>Member of the DC Peace Academy Advisory Board</li> </ul>
Dr. Amy Mack	OGVP	OCME Child Fatality Review Committee

31. Please provide copies of all strategic or comprehensive planning documents that were drafted by supervisory staff members during FY22 and FY23 to date (i.e., the Racial Equity Officer, Budget Officer, Director of Gun Violence Prevention).

**Response:** The Office of Racial Equity published a draft of the District's Racial Equity Action Plan for public comment in November 2022. The public comment period closed on January 31, 2023. All comments are currently being reviewed and modifications will be



made to the plan in the coming weeks. The final plan will be released later this year. Please see the [link](#) to the draft Racial Equity Action Plan that was released for public comment.

32. Please list all reports or reporting currently required of the agency in the District of Columbia Code or Municipal Regulations. Provide a description of whether the agency is in compliance with these requirements, and if not, why not (e.g. the purpose behind the requirement is moot, etc.). Include a copy of the most recent report filed.

**Response:** See response to Q31. ORE is responsible for preparing a multiyear Racial Equity Action Plan. The inaugural plan is currently under development.

33. 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.

**Response:** OCA utilizes the DCHR Percipio platform to encourage additional training and education opportunities for staff. In addition, the ORE division offers a quarterly “Speaker Series” to include topics such as review of health and history in DC, role of government in advancing racial equity, and promoting equity and belonging.

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

**Response:** As applicable, OCA utilizes annual performance evaluations and day-to-day supervision and guidance to help ensure that all OCA employees are meeting their individual job requirements and are aware of the expectations of their supervisors.

#### Agency-Specific Questions

1. Please list the various offices or departments within the OCA, and include each function, responsibilities, and number of personnel.

**Response:** Please see attachment Q1.

2. How did the agency address its top five priorities in FY22?

**Response:**

**A. Establishing the Launch, Evaluation, and Monitoring (LEM) Hub to track the effectiveness of the \$2 billion in American Rescue Plan Act funding the District received.**

The LEM was established to ensure that programs are designed and implemented with a resident-centered focus, that decision makers have ongoing information on how the program is performing, and ultimately, that the public understands the program’s



impact. In FY22, the LEM hired and onboarded 9 FTEs to support this work in The Lab and Performance teams.

OCA completed Launch support for two Tier 1 Initiatives: High Impact Tutoring (HIT) and DC Leading Educators towards Advanced Degrees (DC LEAD) scholarship and incentive program. With OSSE and DME, OCA conducted an exploratory study of early HIT implementation. Findings and recommendations from this study were used to inform OSSE RFP for new grantees as well as inform their technical assistance work to HIT providers and schools. For DC LEAD, OCA collaborated with OSSE to design and launch the incentive and scholarship program application, resulting in 1,327 total applications. OCA also conceptualized and facilitated co-design sessions with early childhood educators so that the scholarship program could better target recipients' needs.

Additionally, OCA and agencies have committed to Launch and Evaluation support for five Tier 1 Initiatives and are continuing to scope and develop additional Launch support and Impact Evaluations for additional recovery-aligned initiatives. For example, with DHS, OCA launched the Career MAP program and associated Impact Evaluation. This included supporting DHS with program design, application, and intake processes. More than 1,500 District residents applied for the 600 program slots, allowing The Lab and DHS to evaluate the program using a randomized evaluation.

OCA has also begun reporting on the remaining Tier II initiatives that are receiving enhanced performance management. In FY22, the City Administrator convened meetings on each of the ARPA recovery goals to learn more about how investments were utilized. Recovery Goals include: Alternative 911 Response; Build and Preserve Affordable Housing; Childcare, Attendance and Learning Acceleration; Homeless Services; Prosperity and Pathways (businesses and residents); Reduction of Healthcare Disparities; Youth Violence and Youth SEL; and Violence Interruption and Prevention.

## **B. Develop plans and strategies on the “future of government.”**

The “future of government” initiative is an effort to strategically analyze the District government workforce, facilities, contracting, and technology and identify changes that are needed to meet the future of government. In FY22, the Internal Services cluster worked with DCHR on drafting potential strategies and looking at different ways we could assess the current state of government. Looking forward, the cluster will continue to work with DCHR on surveying the District’s workforce to identify possible policy changes.

## **C. Continuing coordination of key aspects of the District’s COVID-19 response and recovery, to safely maintain core services and maximizing the use and impact of federal relief funds.**

In FY22, the Internal Services team led the government operations response to COVID-19 by working with DCHR, the MOLC, and OCA to draft and implement the Mayor’s Order requiring District government employees be vaccinated against COVID-19. The cluster also worked to streamline its communications structures with agencies, organizing bi-weekly operations calls, weekly reporting tools, and a centralized site where agencies could ask for guidance and resources. Another project spearheaded by the Internal



Services team was the organization and establishment of Covid Centers in all eight wards. Working with DGS and DC Health, the District was able to stand up all eight centers in one month supplying vaccinations, PPE, and testing to DC residents and employees.

In FY23, OCA will:

- Continue to work with OCP and HSEMA to recover any eligible COVID-19 expenses from the Federal Emergency Management Agency (FEMA);
- Continue to track employee infection rates to assess any operational impacts; and
- Work to give agencies who have any impacts support they need to ensure operations are not impacted.

#### **D. Develop a balanced budget that reflects the District’s priorities and needs.**

In FY22, OCA implemented the FY23 budget development process to include the continuation of existing federal investments provided through the American Rescue Plan Act that allows agencies to continue the implementation of critical programs and services now. In addition, the process included new funds through the Infrastructure and Investment and Jobs Act that expands and improve services in transportation, energy, and technology. Similar to the current process, the budget formulation process included a focus on the following:

- Recovery from COVID-19 and its economic impacts;
- Stewardship of federal COVID-19 relief funds;
- Guidance from ORE to ensure investments are building toward to a more equitable DC; and
- Measuring and evaluating investments for efficacy and efficiency through the Launch, Evaluation and Monitoring program.

3. What are the agency’s top five priorities in FY23? Please explain how the agency expects to address these priorities in FY23.

**Response:**

#### **A. Create, fund, and staff a permanent Office of Gun Violence Prevention within OCA.**

OGVP is responsible for overseeing the implementation of gun violence prevention strategies across District government agencies, coordinating with community-based organizations, and identifying innovative best practices to support those doing the violence interruption work on the ground. The FY23 budget includes funding to complete the conversion of the prior Gun Violence Prevention Emergency Operations Center into the OGVP by adding recurring funding for staff positions to convert or replace detailees. In FY23, OGVP has filled all six positions. Other than the Director, four of those positions were details converted to full time from other agencies and one was a new hire.



**B. Continue tracking the effectiveness of the District’s use of resources provided in the American Rescue Plan Act (ARPA) via the Launch, Evaluation and Monitoring (LEM) Hub.**

DC has prioritized the efficient and effective deployment of available federal funds to meet the needs of residents and businesses, and is on track to fully expend the funds by the deadline established under federal law. February 2023 is approximately the halfway point in the period of eligibility for obligating funds provided through ARPA (FY2021-Q1 FY2025), and in following the plans laid out in the FY21 through FY23 budgets, DC has now spent close to half of the money on its response and recovery from the COVID-19 pandemic and its economic impact. In other words, we are on track to expend all the federal funding by the deadline. In FY23, the LEM will continue to monitor and evaluate the District’s use of ARPA funding using performance management, civic design and research tools, enabling the District government to ensure DC gets the most impact out of its ARPA investments.

**C. Finalize the District’s Racial Equity Action Plan and support progress on agencies’ plans.**

In November 2022, ORE released a draft of the District’s first Racial Equity Action Plan (REAP). The comment period closed on January 31, 2023 and ORE will review and analyze comments over the coming weeks to inform a final version of the plan. ORE continues to work with agencies from the initial pilot cohort as they draft agency-level REAPs, while also supporting the second pilot cohort of agencies that began working with ORE in October 2022.

**D. Continue implementing plans and strategies on the “future of government.”**

The Internal Services cluster is moving into the second year of this multi-year project, along with DCHR, to enhance how IS cluster agencies deliver services and resources to other District agencies. Later this year, the IS team will work to draft employee surveys and continue to harness feedback from employees.

**E. Develop a balanced budget that reflects the District’s priorities and needs.**

The FY24 budget development process will include the continuation of existing federal investments provided through the American Rescue Plan Act that will allow agencies to continue the implementation of critical programs and services. In addition, it will include new funds through the Infrastructure and Investment and Jobs Act to expand and improve services in transportation, energy, and technology. The budget formulation process will include a focus on the following:

- Recovery from COVID-19 and its economic impacts;
- Stewardship of the federal COVID-19 relief funds;
- Guidance from ORE to ensure investments are building toward to a more equitable DC; and
- Measuring and evaluating investments for efficacy and efficiency through the Launch, Evaluation and Monitoring program.



4. Please describe any initiatives that the agency implemented in FY22 and FY23 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:** OCA implemented the following initiatives in FY22 and FY23 to date to improve the internal operations of OCA and our interaction with outside parties:

- **Continuing to protect District employees' health and safety in the workplace using processes established in OCA's Safe Return to Work initiative.** Each week, the Internal Services team circulates a survey to all District government agencies requesting increases in total number of COVID cases, as well as information on number of staff who are currently positive for COVID and awareness of any monkeypox infections at the agency. IS then aggregates this data and prepares a report on overall increases in COVID cases since the previous week, number of employees currently affected by COVID, and highlights agencies that have seen the greatest increase in COVID cases since the previous week.
- **Maintaining a focus on data capacity, measurement, and evaluation to ensure District programs are effectively administered and are meeting stated goals and outcomes.** Specifically:
  - The Office of Racial Equity (ORE) will continue work on the development of a racial equity dashboard, which will be used to track and monitor agencies' progress on achieving racial equity initiatives.
  - ORE will continue to work on a data standards guidebook that considers community feedback and agencies' diverse missions and reporting requirements on race and ethnicity data collection.
  - The Office of Budget and Performance Management established the Launch, Evaluation, and Monitoring Hub to understand the impact of the American Rescue Plan Act investments across District agencies and will continue its progress in FY23.
  - The Internal Services team will continue to pursue efficiencies and optimization of processes in a re-envisioning of the "future of government" and how Internal Services agencies can better serve and help sustain and maintain our public facing agencies, resulting in better services for District residents.
  - The Office of Budget and Performance Management will continue to monitor agency performance, develop data dashboards, and measure outcomes through agency performance plans, CapStats, and cluster meetings to ensure District priorities are being met.
- **Expanding gun violence prevention coordination and activities.** In FY22 and FY23 to date, OGVP has continued to work with other District offices and agencies to refine DC government's understanding of the overall landscape of gun violence and coordinate an all-government response. Among other regular activities, OGVP awards and monitors community mini-grants, conducts community outreach, and leads daily coordination calls with violence interrupters. OGVP is also launching a new website in the coming weeks. This initiative will continue to inform and coordinate the



District’s violence prevention activities, engage the community, and support the reduction of gun violence in DC.

5. Please list each new program implemented by the agency during FY22 and FY23 to date. For each program, please provide:
  - a. A description of the program;
  - b. The funding required to implement the program;
  - c. The program and activity codes in the budget; and
  - d. Any documented results of the program.

**Response:** Please see attachment Q39.

6. Please provide a description of any current strategic initiatives or upcoming initiatives by the agency. For each, please include:
  - a. An update on your progress; and,
  - b. How the agency is preparing for successful implementation.

**Response:** Please see attachment Q23 and response to Agency-Specific Question 4 concerning initiatives implemented by OCA.

7. Is your office organized to support objectives of programs by the Deputy Mayors?

**Response:** The City Administrator works closely with the Deputy Mayors’ offices to achieve Mayor Bowser’s objectives, including by:

- Holding regular OCA-Deputy Mayor coordination meetings;
- Collectively discussing and establishing funding priorities during the budget process, as well as addressing emerging resource needs that may arise outside of the budget timeline;
- Monitoring performance and troubleshooting any implementation challenges in CapStats and other senior meetings;
- Providing research and user-centered design support via The Lab@DC;
- Helping the Deputy Mayor clusters access and prioritize services from the Internal Services agencies, under the direction of the Assistant City Administrator; and
- Providing technical assistance and analytical support via the Office of Racial Equity, as needed.

Each District agency has designated Budget, Performance, and Racial Equity analysts within OCA.

The Office of Gun Violence Prevention coordinates closely with the Deputy Mayor for Public Safety and Justice, as well as with other Deputy Mayors’ offices, to support the government-wide effort to reduce gun violence.

8. How do you determine which programs require the direct attention of the Mayor?

**Response:** Mayor Bowser establishes priorities and OCA oversees their implementation by Deputy Mayors and District agencies. OCA has systems and processes for prioritizing agency requests for feedback, direction or support, such as standing meetings among



senior leadership, decision memos, and funding request memos, with defined approval and escalation processes.

9. Please explain the impact on your agency of any legislation passed or regulations adopted at the federal level during FY22 and FY23 to date, which significantly affect agency operations.

**Response:** OCA continues to implement and coordinate implementation of various aspects of the Coronavirus Aid, Relief, and Economic Security (“CARES”) Act and the American Rescue Plan Act of 2021 (“ARPA”). Amendments made to the CARES Act and ARPA during FY22 and FY23 to date have not had a significant impact on OCA’s operations.

10. Please identify any statutory or regulatory impediments to your agency’s operations.

**Response:** OCA has not identified any significant statutory or regulatory impediments to our operations.

11. 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:** OCA is responsible for administration of Chapter 50 of Title 1 of the D.C. Municipal Regulations, regarding grants. OCA is in the process of reviewing the regulations included in that chapter to determine whether the regulations should be updated.

12. Please attach copies of the required annual small business enterprise (SBE) expenditure reports for your agency for FY22 and FY23.

- 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 FY22? Please provide a copy as an attachment.

**Response:**

SBE goal: \$647,686.69  
SBE spend: \$263,934.91

In FY22, the OCA purchased supplies, equipment, and services from SBEs, but has not realized the full spend goal. While SBEs are always given priority, some services and products were needed and either not available at all or not available in a timely manner via





an SBE. Many of the OGVP advertising efforts and summer activities were sole source procurements. When OCA meets with DSLBD to submit final exception requests and validate the FY22 expenditure closeout report, these sole source procurements will be reported and reflected accordingly.

To ensure the SBE goal is realized in the future, OCA will work with DSLBD to submit exception requests for procurements that are not able to be satisfied by an SBE.

13. Please describe any steps the agency took in FY22 and FY23 to date, to improve the transparency of agency operations. Please include any outreach activities that aim to improve transparency.

**Response:** The Office of Budget and Performance Management regularly works with agencies and OCFO to revise agencies' budget presentations to reflect their programs, activities, and funding uses more transparently. In addition, OBPM works each year with EOM to enhance public input on the budget via budget engagement forums, town halls, and other public outreach.

The Lab @ DC publishes its work at both the planning and findings stages. Consistent with open science best practices, The Lab publishes study plans (pre-analysis plans) prior to analyzing outcome data. The Lab also publicly posts all study findings and, when appropriate, anonymized data and code to support transparency and replication.

The Internal Services team has set up a bi-weekly Government Operations Call open to all agencies operations teams to learn about District-wide projects, updates, and policies. In addition to the bi-weekly call, the IS team updates an intranet site with resources and responds to a centralized email account for agencies to ask questions or seek resources.

ORE met in person with resident leaders across the District to discuss their concerns and identify racial inequities. In addition, the data standards project involved talking to residents who are currently sharing their personal information about their lives and participating in government services about how their personal details are used to help run programs. The goal of the data standards project is to help people who are central to the work understand where details about their lives are going and how the information is used by District agencies.

14. Please identify all electronic databases maintained by your agency, including the following:
- A detailed description of the information tracked or maintained within each system;
  - The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and
  - Whether the public can be granted access to all or part of each system.

**Response:** OCA offices maintain two databases, described below.

District Performance Plans Quickbase Application:

- The application is the system of record for all agency performance plans and reporting from 2016 through 2023. We are currently developing agency performance plans for FY2024.



- b. The system has been housed in Quickbase since 2016. Each year, the new year's performance plan and performance accountability report are added.
- c. Agency performance plans and performance accountability reports are posted to OCA's website and can be found at <https://oca.dc.gov/node/160662>

OGVP Quickbase database to track Building Blocks grants and their monitoring:

- a. The application tracks mini-grants recipients and how much money they received. It also tracks the monitoring information that Credible Messengers provide based on their attendance at grantee events.
  - b. OGVP created the database in Q4 of FY22.
  - c. Once the system has more information, OGVP plans to add a map and details of the grantees to the new website.
15. Please provide a detailed description of any new technology acquired or any upgrades to existing technology in FY22 and FY23 to date or anticipated for the remainder of FY23.
- 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:**

Technology Upgrades FY 22 and FY23						
Technology Type	Reason for Acquisition	Cost	PCAs	Funding Source(s)	Purchase Order Number	Status
<b>FY 2022</b>						
Laptops and docking stations	Technology upgrades for the Lab @ DC	\$70,256	1090/2007	Local	PO659681	Delivered
Monitors and Accessories	Technology Upgrade for the City Administrator	\$9,354	2007	Local	PO669701	Delivered
<b>FY 2023</b>						
There have been no technology upgrades in FY23 to date.						

16. Please provide a list and description of all Special Projects under the OCA, i.e. Power Line Undergrounding, St. Elizabeth's East, etc., including its status, agency(ies) involved and its respective role(s).

**Response:**

- **COVID-19 Response:** OCA has overseen the government operations response to COVID-19, including projects such as the return-to-the-office efforts, safe elections, and employee vaccine mandates. In addition, the government operations response team has been responsible for procurement of personal protective equipment and its distribution across the District and to District employees. OCA continues to work closely with DC Health, HSEMA, and OCP to ensure federal reimbursement for eligible expenses.



- **Gun Violence Prevention:** The Office of Gun Violence Prevention (OGVP) coordinates among all District government agencies to address gun violence and prioritize public safety. OGVP works closely with the Office of Neighborhood Safety and Engagement (ONSE) to identify residents at risk of gun violence and connect them to essential city services and programs. OGVP will continue to work to issue grants to community-based organizations to reduce gun violence and monitor ARPA funds dedicated to gun violence prevention at the various District agencies.
  - **ARPA (State and Local Fiscal Recovery Funds):** OCA leads compliance, reporting, and administration activities for the State and Local Fiscal Recovery Funds; established new processes for verifying eligible uses of funds and documenting agencies' spending plans; and in collaboration with OCFO, established a system for tracking spending within required expenditure categories. The District government has processes, controls, and systems in place to ensure we meet federal requirements, effectively deliver essential resources to residents and businesses, and monitor implementation to maximize the impacts of these investments.
17. Provide a list of all ongoing programs and activities, administered by OCA in FY22 and FY23, for which the City Administrator conducts oversight (i.e., The Lab @ DC, Resilient DC, etc.). For each program, answer the following questions:
- a. How much has been budgeted for the programs and what percent has been spent in FY23 to date?
  - b. For how many years have these programs been in place?
  - c. What are the goals of the programs?
    - i. Has anything prevented or inhibited OCA's ability to attain these goals?
  - d. Share OCA program successes in FY22 and FY23 to date.
    - i. How do you measure success?
  - e. What is the target population for each of the programs?
  - f. Have any projects been completed, or programs ended since OCA's FY23 Budget Oversight Hearing?

**Response:** Please see attachment Q49 for details.

### Racial Equity Questions

1. What is OCA's role in the Office of Racial Equity? Please also discuss initiatives that OCA hopes to undertake towards improving racial equity in the District.

**Response:** In April 2021, Mayor Bowser appointed the District's first Chief Equity Officer to lead the newly created Office of Racial Equity (ORE) within the Office of the City Administrator (OCA). During FY21, ORE developed racial equity tools and toolkits, created guidance for performance plan strategic initiatives, established a pilot cohort of 12 agencies charged with implementing a racial equity lens within their policies and practices, and developed a racial equity training series for District government staff. ORE continues to build on the foundation and activities provided in FY21.



As part of the City Administrator’s office, ORE has visibility into and provides technical assistance on key OCA functions, most notably the budget and performance planning processes. In FY23 to date, ORE continued to partner with the Office of Budget and Performance Management (OBPM) to revise the Racial Equity Budget Toolkit, which is designed to assist agencies in identifying investments in programs and services that have the greatest capacity to move the needle on closing racial equity gaps. ORE presented during the FY23 budget kickoff meeting and held individual meetings with agency budget staff and OBPM colleagues to answer questions and help agencies strengthen their racial equity analyses included in budget enhancements proposals. ORE reviewed and provided racial equity considerations for more than 400 budget enhancements in the FY23 cycle. Additional details on FY24 budget enhancements will be provided in the Mayor’s Office of Racial Equity Fiscal Year 2024 Budget Summary.

In service of the District’s racial equity vision and to carry forward the REACH Act, ORE developed the District’s first Racial Equity Action Plan (REAP) in FY22 and FY23. To inform the plan, the ORE team hosted listening sessions with residents, conducted key informant interviews, and held initial feedback sessions with the newly formed Interagency Committee on Racial Equity (ICRE). For more on the REAP process, please see #4 below.

In FY23, ORE launched its second cohort of 10 agencies charged with operationalizing racial equity both internally and externally through policies, programs, and services. The office also launched a second pilot project focused on addressing challenges with collecting and reporting race and ethnicity data in inclusive, thoughtful ways. This project aligns with ORE’s charge to develop effective systems to capture, coordinate, and share racial equity data across agencies. In collaboration with the Office of the Chief Technology Officer’s Data Team, The Lab @ DC, and the Mayor’s Office of Policy and Innovation, ORE developed and implemented the project by engaging four District agencies with the goal of developing a District-wide data standards guide, which will be finalized and disseminated later this year.

In FY22 and FY23, OCA also looked inward to continue deepening staff’s understanding of systemic and institutional factors which produce inequitable outcomes and provided training opportunities in support of applying racial equity tools to develop effective policies, budgets and programs. More specifically, in FY22, the Office hosted 19 racial equity training opportunities, attended by 447 managers within District government, to improve staff understanding of the legacy of opportunities and inequities in the District, develop a shared language of racial equity, increase skills to analyze policies and practices through a racial equity lens and highlight tools that equip personnel to better identify and address issues of racial equity. OCA held three educational events with external racial equity experts as part of an ongoing FY23 racial equity learning series.

2. In the context of your agency and its mission, what are three areas, programs, or initiatives where you see the most opportunity to address racial inequity?

**Response:** ORE’s mission is to work in collaboration with District leadership and agencies to apply a racial equity lens across government operations. This includes providing leadership, guidance, and technical assistance to District agencies on racial equity to improve the quality of life of Washingtonians, promoting strategic alignment and coordinating the District’s efforts toward achieving racial equity, and strengthening community engagement with racial



and social justice organizations. We see an opportunity to continue advancing racial equity within the District through the operationalization of our mission and vision.

In FY23, ORE will onboard a training specialist to help scale up ORE’s training offerings which facilitate staff understanding of racial equity practices and the application of tools and resources to their lines of work. Racial equity training is a core business measure for the District as a whole and a priority of OCA to create additional opportunities for staff, including senior leadership, to obtain practical skills and tools that can be applied to their line of business to help apply racial equity analysis skills throughout District government.

In addition to creating and providing training opportunities across District government, we see an opportunity to address racial inequities by continuing to provide guidance and technical assistance to District agencies. We seek to build on the work many of our District agency partners are already undertaking to address systemic inequities and, in many cases, legacies of explicitly discriminatory historical policies. ORE provides technical assistance in many ways, including serving on interagency working groups, providing office hours and direct responses to agency requests, and more broadly through its racial equity agency cohorts.

Lastly, a central tenet of racial equity is meaningful community engagement. ORE has a timely opportunity to continue engaging and collaborating with stakeholders across the District with whom we have formed relationships through the REAP drafting process to ensure that those most impacted by structural racism are informed and involved in the creation of policies and programs to address it.

3. What are three metrics that your agency uses, or could use, to measure progress toward racial equity?

**Response:** At the District level, ORE developed a list of proposed indicators of racial equity based on community input, conversations with DC government partners, and peer-reviewed literature as part of the District’s Racial Equity Action Plan (REAP). The indicators aim to paint a picture of resident outcomes disaggregated by race and ethnicity across seven different dimensions: health, education, public safety, housing, economic opportunity, neighborhood life, and civic engagement. Over the past year, we held workshops, interviews, and listening sessions with community members and other stakeholders and met with subject matter experts and District leadership about the proposed measures. We also looked at the academic literature, other jurisdictions, and federal examples to see which measures have been tested or proposed before. During the public comment period, we have received input about additional indicators which we will be reviewing over the next few weeks.

Example indicators include common population measures, such as life expectancy and household wealth, as well as measures which try to approximate wellbeing, such as access to green space. ORE is focusing on measures which can be disaggregated by race and ethnicity so that differences in outcomes can be tracked over time.

At the office level, ORE tracks progress toward its mandates through performance measures such as: the percent of MSS staff who have completed ORE’s live training, by fiscal year; and the number of agencies that have completed ORE’s pilot cohort which develop an agency-level racial equity action plan in FY23.



4. Do you think there are any areas/programs where your department has had some success in building racial equity over the past year? Which areas/programs?

**Response:** ORE has been working to advance DC’s vision for racial equity and to carry forward the REACH Act. The following activities highlight ORE’s steps toward those ends. In November 2022, ORE released a draft of the District’s first Racial Equity Action Plan (REAP). The draft REAP represents nearly a year of community engagement, rigorous research, conversations with community-based organizations, and consensus-building with leaders and stakeholders across DC government.

- In July and August 2022, ORE hosted five engagement fora at locations across DC in partnership with the Mayor’s Offices of African Affairs, Latino Affairs, African American Affairs, Asian and Pacific Islander Affairs, and the Mayor Marion S. Barry Summer Youth Employment Program. Four of the five events were conducted in multiple languages.
- In November 2022, ORE introduced the draft REAP to the public at Shiloh Baptist Church to a crowd of 200 students, community leaders, residents, and District government partners. The event also featured live music by students from Duke Ellington School of the Arts HS, community partner speakers, and a resource fair.
- The public comment period on the draft ran from Nov 16, 2022 - Jan 31, 2023. In addition to online comments, ORE also placed materials and comment submission boxes at DC public libraries throughout the District in English and Spanish. ORE will review and analyze comments over the coming weeks to inform a final version of the plan.

As part of ORE’s charge to develop and coordinate DC government plans to advance racial equity in the District, ORE continues to support twelve district agencies from the pilot cohort as they draft their agency-level REAPs. The pilot cohort concluded in September 2022. The second cohort, which has ten agencies, started in October 2022.

ORE continued to build internal DC government capacity for racial equity framing and analysis by:

- Training 574 DC managers through ORE’s live, three-hour session “Advancing Racial Equity: The Role of Government” module in FY22 and FY23 to date.
- Drafting and filming three pre-recorded training videos accessible to all District staff via PeopleSoft. Almost 200 staff have taken one of the video trainings since the first one was made available in January 2022.
- Creating a community engagement guide with usable tools for DC government staff with input from community partners.
- Developing guidance and tools for agencies in support of the annual budget and performance planning processes.
- Expanding its internal, informal advisory board, the Interagency Committee on Racial Equity (ICRE), in October of 2022 to include thirty representatives from twenty-one District agencies. In addition to acting as liaisons and strengthening a cadre of racial equity leaders across District government, ICRE members serve on subcommittees to provide input on racial equity action plans and data standards, ORE tools and training materials, and meaningful community engagement practices.



- Producing other one-page and custom resources to support agencies in applying a racial equity lens to their lines of business.

ORE actively participates in the annual budget and strategic initiative processes by providing technical support to agency budget leads, reviewing enhancement requests, making recommendations to the Office of Budget and Performance Management (OBPM) team, and advising during budget review meetings. ORE also prepares the Mayor’s budget summary of investments which are likely to advance racial equity in the District.

In January 2022, ORE launched the Data Standards project with the Mayor’s Office of Policy and Innovation (MOPI) and a cohort of four agency partners to examine the way participants collect and use race and ethnicity data. Over the course of the summer and fall of 2022, ORE and MOPI led focus groups with the agency partners and their program participants to discuss ways in which data collection and use could be more transparent, fair, and accessible. A guidebook for DC agencies based on the research results is in development and should be available by late spring 2023.

ORE continues coordinate across District government to foster a whole of government approach to racial equity. ORE held 35 meetings with agency executive leaders on REAP development, actively participated in interagency initiatives like the Flood Task Force and the Black Homeowners Strike Force, and provided direct technical assistance to agencies, such as supporting DOEE’s racial equity impact assessment pilot.

5. What legal barriers (if any) do you face as an agency to advancing racial equity or better understanding racial inequity?

**Response:** ORE does not face any known legal barriers. However, ORE faces indirect barriers, such as DC’s continued lack of statehood and its effects on the District’s ability to self-govern. Limits such as the Harris Rider severely hinder DC’s ability to fully address historical inequities created by the War on Drugs; in DC, the residents most impacted by overcriminalization of cannabis-related offenses are disproportionately Black.

6. In your FY23 budget as approved, are there specific programs or allocations that are designed to address racial or economic inequities faced by District residents? In detail, please describe how these efforts address those inequities.

**Response:** With our FY23 approved budget, the office will have sufficient staff and resources to fully implement and track the implementation of the Racial Equity Action Plan (REAP). The REAP is designed to map out steps the DC Government will take to reduce inequities and improve life for all Washingtonians. The plan has seven different dimensions: health, education, public safety, housing, economic opportunity, neighborhood life, and civic engagement. Within each dimension, there are multiple indicators and agency partners who will be responsible for contributing data in order to track our progress. In order to implement the REAP, all of District government must be involved. This will require ORE to coordinate and engage numerous District agencies to track progress over time and ensure the successful implementation of the plan and associated activities.



In addition, in FY23 ORE received one FTE for a Training Specialist which will allow ORE to offer the “Advancing Racial Equity: The Role of Government” training more frequently and train a greater number of District Government managers. In FY22 and FY23 to date, the office successfully trained 574 District Government staff, most of whom were managers. The goal is for approximately 2,500 managers within District Government to attend training at least once every two years. The Training Specialist will also develop additional training materials and opportunities to ensure our front-line and career service staff have the skills and resources to communicate about racial equity and connect their role to the District’s larger racial equity vision. This will include developing self-guided trainings, one-pagers, or work aids that agency staff can use to operationalize racial equity within their line of work.

In addition, ORE received funds in FY23 to conduct community engagement activities. The community engagement funds are extremely pivotal to our office’s ability to obtain resident input on the Racial Equity Action Plan and its annual updates, as well as the ongoing work of the office. Funds will also be applied toward working with community, academic, and private sector stakeholders on ways to better engage residents to ensure our policies, programs, and services are working for those most impacted by structural racism.

Lastly, ORE received capital funding to develop a racial equity dashboard. ORE conducted five engagement forums to develop the draft REAP and related indicators. As ORE makes modifications and finalizes the plan based on community and resident input, the office will work simultaneously with an external vendor to ensure the seven dimensions and associated indicators are reflected in a racial equity dashboard. The dashboard will not only serve as an accountability measure for the plan but will also enable community and government stakeholders to use the data to inform their own work, for example to inform programming or to apply for external funding.

### Government Leadership Questions

1. Explain the role of the City Administrator in interacting with the executive agencies providing:
  - a. leadership and guidance towards meeting legacy and major objectives of the Administration;
  - b. setting or establishing performance goals per agency;
  - c. monitoring the performance of the agencies;
  - d. reviewing and assessing the performance of agencies based on measurable outcomes in the form of services delivered to residents.

**Response:** OCA is responsible for the day-to-day management of the District Government, setting operational goals and implementing the policy decisions and legislative actions of the Mayor and Council. OCA oversees all executive agencies (excluding independent executive agencies) and interacts with agencies both directly and indirectly (through the Deputy Mayors’ offices, all which report to the City Administrator) to provide direction and advance implementation of the District’s priorities and objectives. Direction to agencies is relayed through several channels, including quarterly performance meetings, CapStat meetings, the budget process, the deliberative memorandum process, the IntranetQuorum process, and topic-specific briefings, including those funded by ARPA and focused on the District’s Recovery Goals.





In addition to providing leadership and direction to agencies on key Bowser Administration priorities and objectives, OCA is the executive's lead agency for government-wide and agency performance management. OCA assists agencies in setting and establishing performance goals and consistently reviews agency performance metrics – key performance indicators, strategic initiatives, and workload measures – throughout the year. The primary tool OCA uses to establish agency performance goals is the annual performance planning process, through which each agency develops a performance plan. CapSTAT and quarterly performance meetings are then leveraged to monitor performance and provide feedback.

Moreover, OCA's Lab @ DC designs government programs and services and evaluates their impact on residents. Findings from the Lab's work are shared with agencies to promote continuous improvement.

### Government Expenditures Questions

1. What is the role and process of the City Administrator in developing agencies' annual budget?

**Response:** OCA collects and reviews agency budget submissions, with input from the Assistant City Administrator and Deputy Mayors. OCA also assists EOM with gathering public input in annual budget engagement forums. OCA convenes budget review team meetings to review agencies' budget requests and develop cross-cutting proposals that address major District needs and priorities. In addition, OCA leads the process for investment review boards, chaired by agency subject-matter experts, to evaluate and rank capital projects.

Subsequently, OCA makes budget recommendations to the Mayor to develop a balanced operating and capital budget that meets the District's needs and invests in the Mayor's priorities. OCA then communicates the Mayor's budget decisions to the Office of the Chief Financial Officer for preparation of the Mayor's proposed budget and transmittal to the Council. Finally, OCA assists with communicating the Mayor's proposed budget to the public and Council.

2. Describe the role of the City Administrator in:
  - a. Holding the agencies to their spending limits throughout the fiscal year
  - b. Assisting agencies with identifying additional revenues to balance spending pressures
  - c. Developing and executing budget reprogramming needs.

**Response:** OCA monitors budget, expenditure, and revenue data, including agency financial review process quarterly reports, and meets with agency program staff and agency fiscal officers to address any issues with expenditure rates. When necessary, OCA works with agencies to address overspending. OCA's goal is to pursue the most cost-effective strategies available that also allow the agency to carry out its mandates and to execute its mission pursuant to the Mayor's policies. When additional funds are required, OCA assists agencies with identifying available funding to resolve spending pressures and coordinates among agencies as needed to prepare interagency reprogrammings. OCA collects and reviews reprogramming requests and facilitates the various other stages of the



reprogramming process, including EOM, OCFO, and the Office of Policy and Legislative Affairs.

3. What is the frequency with which the City Administrator’s Office corresponded with the Chief Financial Officer pertaining to adjusting agencies expenditures in FY22 and FY23 to date?

**Response:** OCA corresponds with multiple offices and partners at OCFO on a continuous basis to meet agencies’ evolving budget needs. Following the pandemic and economic crisis in FY20, OCA worked closely with agencies and OCFO to prevent overspending relative to the revised revenue forecast. OCA also worked with OCFO to adjust agencies’ budgets to account for the availability of federal relief funds and continues to do so as new funds continue to be made available. These additional activities occur concurrently with the routine monitoring and adjustments to agency expenditures that happen throughout every fiscal year.

### COVID-19 Questions

1. How has the office of the City Administrator been involved in the District’s response to the COVID-19 pandemic and post-pandemic?
  - a. Provide a list of the programs and initiatives managed by the Mayor’s office or other District agencies in which the Office of the City Administrator has played a role.

**Response:** OCA has continued to oversee the government operations response to COVID-19. Previous efforts included projects such as return-to-the-office efforts, safe elections, procurement and distribution of PPE across the District and to District employees. OCA continues to work closely with HSEMA and OCP to ensure federal reimbursement for eligible expenses. The teams responsible for COVID-19 response continue to monitor the disease impacts on government operations. Learning from the experience, these teams now work to communicate not only COVID response information but also general government operations, serving as a resource and coordinator for all agencies both Mayoral and independent agencies.

2. Please discuss the factors that shape the District’s decision in distribution of PPE supplies, testing, and relevant COVID-19 responses for its residents.

**Response:** The District’s Internal Services team, with guidance from DC Health, works with OCP to obtain and supply COVID-related needs. The District works to follow health guidelines and then supply those needs appropriately across a variety of sectors including the public, businesses, healthcare, essential employees, education, and our most vulnerable residents.

3. Please describe the involvement of the City Administrator in responding to COVID-19 moving forward?

**Response:** OCA continues to monitor infection rates in agencies on a weekly basis and review community level spreads to assess any changes in operational postures.



Office of Gun Violence Prevention/Building Blocks DC Questions

1. Please discuss the Building Blocks DC program, including its purpose and goals.

**Response:** Launched in February 2021, Building Blocks DC (BBDC) is the Bowser Administration’s whole-of-government approach to addressing retaliatory gun violence in DC neighborhoods by focusing on the people and places most at risk. Using public health tools through an Emergency Operations Center (EOC) approach, BBDC was initially designed to connect programs and services to the people impacted by gun violence (known as a person-based approach), as well as remediate environmental issues in neighborhoods affected by gun violence (known as a place-based approach).

Although no longer run as an EOC, BBDC continues as the District-wide strategy to prevent gun violence. Efforts to support gun violence prevention across all of DC Government are primarily supported through American Rescue Plan Act (ARPA) dollars. The Office of Gun Violence Prevention, created by Mayor Bowser in January 2022, oversees that coordination and collaboration is taking place across the DC Government level and holds agencies/office accountable for their work.

2. On the City Administrator website, it states “the core of Building Blocks DC is connecting residents to mental health services, stable housing, good paying jobs, education, and other critical supports by meeting them where they are.”
  - a. Please discuss how residents are connected to those necessary services, including its procedures for the connection to actual service delivery.

**Response:** Please see previous response above.

3. Please indicate the metrics used by the Office of Gun Violence Prevention to evaluate Building Blocks DC in its efforts to reach its goals. In particular, how often does OGVP issue statements or communications that detail its activities?

**Response:** OGVP is working closely with the Deputy Mayor for Public Safety and Justice (DMPSJ), the Criminal Justice Coordinating Council, MPD, and ONSE to have a better understanding of the overall landscape of gun violence and how it is changing. This includes metrics on gun violence in ONSE and OAG’s Cure the Streets areas. OGVP regularly reports mini-grant information (number granted and dollars granted) in press conferences/releases and newspaper articles, as it is a very frequent question. Otherwise OGVP works with all the agencies contributing to the Building Blocks public health approach to understand their success.

4. Explain how OGVP evaluates the residents, leaders and organizations that receive mini-grant funding as part of the work to end gun violence? Please provide any documentation that indicates metrics used to evaluate their performance.

**Response:** OGVP’s Credible Messenger team serve as Grant Monitors and observe and evaluate the Building Blocks DC grantees’ programs and/or events. The Credible Messengers conduct site visits to observe grantees in action and evaluate implementation of the grant. They fill out a grant monitoring form, which, new to this year, is used evaluate



their eligibility for the next round of grants. Questions include items on program design, participant attendance, violence prevention efforts, and types of programming.

5. Please discuss Building Blocks DC's people and place-based strategy.
  - a. How does the program engage with certain groups in certain places?
  - b. What has been the response? Successes? Opportunities?

**Response:** Research shows that communities are safer when residents have access to clean and vibrant public spaces. Building Blocks DC's place-based strategy aimed to reduce crime by assessing environmental and infrastructure issues that could pose a public safety threat in a community. BBDC's place-based strategy was a data-driven approach that used a comprehensive block-by-block analysis to pinpoint specific areas where gun violence is a constant reality for residents. The goal was to work on addressing many of the issues in these areas that were impediments to safety, such as blighted buildings, vacant lots, and nuisance issues like littering, broken streetlights, and abandoned vehicles. Place-based work is now implemented by the DMPSJ team.

Building Blocks DC's person-based strategy engaged people most at-risk of becoming a victim or perpetrator of gun violence and focused initial efforts on working with individuals who: had been repeatedly arrested for gun-related offenses, are under active supervision by CSOSA or DYRS, have been the victim of gun violence, and/or had been directly impacted by gun violence. Person-based work is now implemented by the ONSE team.

With the closure of the BBDC EOC, the Office of Gun Violence Prevention (OGVP) was created by Mayor Bowser in January 2022 to ensure that coordination and collaboration is taking place across the DC Government level and holds agencies/offices accountable for their work.

6. What is the status of your gun violence data collection effort? When do you anticipate getting your gun violence data portal online?

**Response:** OGVP will be launching a new website to showcase Building Blocks programs across the District. We expect it to launch in the coming weeks and plan upgrades with more extensive data available. In launching the website, our goal is to provide transparent, up-to-date dashboards of gun violence-related data.

