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Office of the City Administrator

January 30, 2024

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 OCA, 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 the attachments Q1 OCA Org Chart and Q1 positions not on the org chart.

2. Please provide a current Schedule A for the OCA which identifies each position by program and activity, with the employee's title/position, salary, fringe benefits, residency status, 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 attachments Q2_Schedule A_As of 1.17.2024 and Q2_Residency_OCA.

3. Please list all employees detailed to or from the OCA. 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_Detailed Employees.

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 FY23 and Q1 of FY24;
    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 in FY23 and Q1 of FY24;
    d. A list of travel expenses, arranged by employee for FY23 and Q1 of FY24, including the justification for travel; and
    e. A list of the total workers' compensation payments paid in FY23 and Q1 of FY24, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.

    Response: Please see attachments Q4_d_FY23 Travel, Q4_d_FY24 Travel; Q4_a_b_FY23 Wireless, Q4_a_b_ FY24 Wireless, and Q4_c_e Vehicles and Workmen's Comp.

5. For FY23 and Q1 of FY24, please list all intra-District transfers to or from the OCA.

    Response: Please see attachments Q5 and Q7-MOU(Intra_District) FY23_FY24.

6. For FY23 and Q1 of FY24, 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: OCA does not maintain any special purpose revenue funds.

7. Please list all memoranda of understanding ("MOU") entered into by the OCA during FY23 and Q1 of FY24, 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 attachments Q5 and Q7-MOU(Intra_District)_FY23_FY24.

8. Please provide a table showing the OCA's Council-approved original budget, revised budget (after reprogrammings, etc.), and actual spending, by program and activity, for FY21, FY22, FY23 and Q1 of FY24.

a. 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 FY23 and Q1 of FY24 for each program and activity code. Attach the cost allocation plans for FY23 and FY24.
c. In FY23 and Q1 of FY24, did the OCA 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 attachments Q8 a1, Q8 a2, Q8 a3, Q8 FY21 FY22 Balance, Q8 FY21-FY22 approved and revised, Q8 - FY23 revised and approved, and Q8 – FY24 AE0 Balance. Variances between personnel service appropriations and actual spending in FY23 were due to the funding of performance-based increases, cost of living adjustments, and payouts for agency employees who separated from District Government. Variances in non-personnel services were due to purchase card reconciliations. OCA does not have any cost allocation plans and did not have any federal funds that lapsed.

9. Please provide as an attachment a chart showing the OCA's overall Grants, Contracts, and Reprogramming received during FY23 and Q1 of FY24. Please breakdown into the following:
a. Name and amount of federal source of funding agency and program, broken down in percentage (%) and dollar amount ($);
b. Name and amount of local source of funding agency and program, broken down in percentage (%) and dollar amount ($);
c. Identify whether each funding source is recurring or one-time;
d. Identify whether the contract was competitively bid or sole-source; and
e. Indicate the receiving agency and amount of funding for funds moved out of the agency.

Response: Please see attachment Q9 a_c_e Grants and Reprogramming.

10. Please provide a copy of required Small Business Enterprise (SBE) Report for FY23.

Response: Please see attachment Q9 Grants and Reprogramming and Q9_d Contracts.

11. Please provide the following information regarding capital projects:
a. A list of all capital projects in the financial plan.
b. For FY21, FY22, FY23, and Q1 of FY24 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.
c. An update on all capital projects planned for FY24, FY25, FY26, FY27, and FY28.
d. A description of whether the capital projects begun, in progress, or concluded in FY21, FY22, FY23, or Q1 of FY24, had an impact on the operating budget of the agency. If so, please provide an accounting of such impact.

Response: In FY24, $500,000 in capital funds were allocated for the creation of the Office of Racial Equity dashboard; $500,000 will be expended in FY24. OCTO has an MOU to complete

the dashboard project by the end of FY24. This project has had no impact on OCA's operating budget.

In FY24, $191,178 in capital funds were allocated for the creation of the LIFT pilot program.

Capital Project	Budgeted Amount	FY23 Spend	FY24 Anticipated Spend	Project Status
ORE Dashboard	$500,000	$0	$500,000	OCTO MOU
LIFT Pilot	$191,178	$0	$191,178	Launched and provided free/ discounted fares to 1,421 residents. Analysis of outcomes is underway.

12. Please list all lawsuits pending and resolved, that name the OCA as a party, during FY23 and Q1 of FY24. Identify the case name and number, claim and status.

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

13. Please describe the OCA's procedure for handling allegations of workplace harassment during FY23 and Q1 of FY24. Indicate the following:
    a. Date of offense;
    b. Whether the parties report to the same supervisor;
    c. The findings of substantiation or non-substantiation;
    d. What official action was taken; and
    e. Identify the deciding official in each case.

    Response: OCA follows the procedures for investigating and addressing allegations of sexual harassment required under Mayor's Order 2023-131. There are no known allegations of sexual harassment in FY23 or in FY24 to date.

14. Please describe the OCA's handling of sexual harassment claims received during FY23 and Q1 of FY24. Indicate the following:
    a. Date of offense;
    b. Whether the parties report to the same supervisor;
    c. The findings of substantiation or non-substantiation;
    d. What official action was taken;
    e. Identify investigating official or Sexual Harassment Officer (SHO) for each claim; and
    f. The date the report was forwarded to the Mayor's Office of Legal Counsel.

    Response: OCA is not aware of any sexual harassment claims received in FY23 and Q1 of FY24.

15. Please list and describe all investigations, audits, studies, or reports by other entities regarding the work of the agency or conduct of agency employees during FY23 and Q1 of FY24.

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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.

16. Provide a list of all publications, brochures and pamphlets prepared by or for the OCA during FY23 and Q1 of FY24.

    Response:
    OCA:
    - Newsletters – Monthly Employee Newsletters

    OBPM:
    - See attachments Q16 and 17-Studies-Research-Reports for all publications from The Lab.

    ORE:
    - Flyers – Advancing Racial Equity training
    - Flyers – OCA Speaker Series
    - Newsletters – ORE Monthly Newsletter
    - ORE 2023 Year-end Review

17. Please provide a list of all studies, research papers, reports, and analyses that the OCA prepared or contracted for during FY23 and Q1 of FY24. 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: For a list of studies, research papers, reports and analyses from The Lab@DC, please see attachments Q 16 and 17-Studies-Research-Reports.

    The Mayor's Office of Racial Equity FY24 Budget Process Summary details investments supporting advancing racial equity in the District. The summary involved a review of agencies' budgets to consider unintentional disparate impacts on communities based on race, specifically Black, Indigenous, and People of Color (BIPOC) communities, and identify programs and services that have the greatest capacity to move the needle on closing racial equity gaps. See attachment Q17 - Office of Racial Equity Fiscal Year 2024 Budget Summary.

18. Please provide a copy of the OCA's FY23 performance plan. Please explain which performance plan objectives are completed in FY23 and whether they were completed on time and within budget. If they were not, please provide an explanation.

    Response: Please see attachment Q18.

19. Please provide a copy of your OCA's approved FY24 performance plan, including approved goals, objectives, timelines, planned program and projects, anticipated FTE allocation and expenditure, and metric outcomes to be analyzed.

    Response: Please see attachment Q19.

20. Please provide the number of FOIA requests for FY23 and Q1 of FY24, that were submitted to the OCA. 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: In FY23, there were 28 requests: four partially granted; four denied; six contained no responsive records; 12 referred to other agencies; two withdrawn; and none pending. The average response time was 9.75 days.

In Q1 FY24, there were seven requests: one partially granted; one denied; one withdrawn; three referred to other agencies; and one pending. The average response time was 11.6 days.

21. Please provide each collective bargaining agreement that is currently in effect for OCA employees. Please include the bargaining unit and the duration of each agreement. Please note if the agency is currently in bargaining and its anticipated completion.

Response: OCA does not have collective bargaining agreements currently in effect.

22. If there are any boards or commissions associated with OCA, please provide a chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member. Include any vacancies. Please also attach agendas and minutes of each board or commission meeting in FY23 and Q1 of FY24, if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month.

Response: The chart below includes boards and commissions associated with OCA staff with links to their websites with chart listing, meeting materials, and descriptions of their goals.

Staff Member	Division	Board or Commission
Kevin Donahue	OCA	Metropolitan Washington Council of Governments Chief Administrative Officers Committee & Metropolitan Washington Council of Governments Homeland Security Executive Committee
Jennifer Reed	OBPM	DCHA Board of Commissioners & Infrastructure Task Force
Dr. Amy Mack	OGVP	OCME Child Fatality Review Committee

23. Please list all reports or reporting currently required of the OCA in the District of Columbia Code or Municipal Regulations. Indicate the following:
   a. Report due date;
   b. If the agency complied;
   c. Date of actual transmittal; and
   d. To which entity the reports were filed.

Response: The Office of Racial Equity is responsible for preparing a multiyear Racial Equity Action Plan. The inaugural plan was published for public comment and the final plan,

incorporating the input received, is currently under development, with an expected release in February 2024.

24. Please provide a list of any additional training or continuing education opportunities made available to OCA 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, ORE hosts a quarterly Speaker Series on topics such as review of health and history in DC, role of government in advancing racial equity, and promoting equity and belonging. Please see the attachment Q24 Lab Trainings for trainings attended by members of The Lab.

25. 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 meet individual job requirements?

    Response: OCA follows DCHR policies on performance evaluations of employees. Employees are responsible for developing their KPIs and managers are responsible for ensuring employees under their supervision are meeting those goals or, if not, helping them improve their performance. Managers have regular meetings with employees under their supervision to ensure their individual performances meet standards.

26. Please include a chart of FY23 employee evaluation rating showing the employee's job title, duties/responsibilities, classification grade, salary, date of employment, and FY22 evaluation rating. Also identify if the employee has been separated from the agency during FY23 or Q1 of FY24.

    Response: Because this question requires personally identifiable personnel information, we respectfully request an in-person discussion. During FY23, six OCA employees separated from the agency.

27. Please provide a list of programs, initiatives, and activities conducted by the OCA to comply with a Racial Equity Lens objective.

    Response: The following programs, initiatives, and activities are carried out by OCA to meet the Racial Equity Lens objective:
    - Racial Equity Cohorts
    - Racial Equity Advisory Board
    - Interagency Committee on Racial Equity
    - Racial Equity Leads Network
    - Racial Equity Training Program
    - Equitable Race and Ethnicity Data Project
    - OCA Racial Equity Speaker Series
    - Office of Racial Equity Monthly Newsletter

28. Please provide a chart of OCA's programs conducted during FY23. Include the following:
    a. Initiation date;
    b. Number and grade of FTEs assigned;
    c. Program manager;
    d. Total budget expenditure for the program (e.g. FTE salaries, materials, etc.); and
    e. Outcomes from implementation (e.g. policy changes, program continuation, public support comments, etc.)

    Response: Please see attachment Q28_FY23OCA Programs.

29. Please provide a chart showing the OCA's program priorities for FY23 and FY24. Include the following:
    a. Staffing numbers;
    b. Expenditure;
    c. Community outreach activities; and
    d. Measurable outcomes or metrics associated for each priority.

    Response: The following were OCA's program priorities for FY23 & FY24:

FY23 Program Priorities				
Priorities	**Staffing Number**	**Expenditures**	**Community Outreach Activities**	**Outcomes and Metrics**
Create, fund, and staff a permanent Office of Gun Violence Prevention within OCA.	5	$552,554.68	The public outreach was focused on the director going into the community and maximizing her extensive community ties.	The Building Blocks DC/OGVP mini-grants program has awarded over $2.6M for 282 grants. 90% of those grants are monitored each round by the four Grant Monitors/ Credible Messengers. The Community Engagement Specialist and Credible Messengers attend ANC meetings and community events multiple times a week.
Finalize the District's Racial Equity Action Plan and support progress on agencies' plans.	7	$10,377 (associated with the launch event)	ORE received public comments in FY23 on the District's first Racial Equity Action Plan (REAP).	The comments for the District's first Racial Equity Action Plan (REAP) period closed on January 31, 2023. The REAP has more than 30 outcomes across four overarching goals. ORE reviewed and analyzed comments in FY23 to inform a final version of the plan, which is planned to launch in February 2024. ORE also worked with agencies from the initial pilot cohort to draft agency-level REAPs, while also supporting the second pilot cohort of agencies that began working with ORE in October 2022.

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.	9	$1,111,433.43	N/A	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 was approximately the halfway point in the period of eligibility for obligating funds provided through ARPA (FY2021-Q1 FY2025). In FY23, the LEM continued to help launch, monitor and evaluate the District's use of ARPA funding using performance management, civic design, and research tools. This work enables the District Government to ensure DC gets the most impact out of its ARPA investments and makes evidence-informed decisions about continuing ARPA-funded activities on local funding.
Develop a balanced budget that reflects the District's priorities and needs.	9		OCA participated in the Mayor's budget engagement forums, ANC meetings, and met with numerous stakeholders and advocacy groups.	The FY24 Budget development process included the continuation of existing federal investments provided through ARPA that allowed agencies to continue the implementation of critical programs and services. In addition, it included new funds through the Infrastructure and Investment and Jobs Act to expand and improve services in transportation, energy, and technology. The budget formulation process included 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.

FY 24 Program Priorities				
Priorities	**Staffing Number**	**Expenditures**	**Community Outreach Activities**	**Outcomes and Metrics**
Support BIL-funded projects by tracking progress, providing strategic coordination, and maximizing infrastructure funding. This work is co-led by OBPM and DMOI.	2	N/A	The specific agency leading the project is responsible for outreach efforts throughout the year.	Programs and projects that will be supported by BIL funding include: a nearly four-mile walking and biking trail between South Capitol St./Firth Sterling Ave. SE and the Oxon Hill Farm Trail along DC Village Lane, to buy battery electric buses to replace diesel vehicles through U.S. DOT's Low- and No-Emission Bus Program, water infrastructure improvements, to conduct 15 Phase II environmental site assessments, and the rehabilitation of the northbound I-395 bridge.
Finalize the District's Racial Equity Action Plan and support progress on agencies' plans.	7	$248,381	N/A	The District's Racial Equity Action Plan maps out steps the District Government will take to reduce inequities and improve life for all DC residents. The REAP outlines 33 key performance indicators across four focus areas. ORE reviewed and analyzed comments received in FY23 to inform a final version of the plan, which is planned to launch in February 2024. The third racial equity cohort will begin in February. Each agency that participates in the cohort will develop an agency REAP, which includes the same goal areas as the District-wide REAP and support the District-wide efforts. For the agency plans, we measure the number of pilot cohort agencies who have developed a final draft of a racial equity plan.
Continue implementing plans and strategies on the future of government.	No staff are specifically detailed to this project as it's an overarching initiative	0	Outreach has been internal to agency stakeholders	The Future of Government Project has shifted over the last year to focus on strategic initiatives to better serve agencies and programs from within the government. To this end, Internal Services has worked with DCHR to develop an employee survey, conduct deep dives into how to improve the hiring process, and worked on updating the District Government's telework policy.

| Continue tracking the effectiveness of the District's use of resources provided in ARPA via the Launch, Evaluation and Monitoring (LEM) Hub. | 9 | $192,736.20 | N/A | OCA and agencies are continuing to scope and develop launch support and impact evaluations for additional recovery-aligned initiatives including improving the resident experience of housing vouchers, increasing food access, and prioritizing fire safety interventions. Initial findings from each of these projects are being used to inform program operations and budgeting decisions. OCA has worked with agencies to report on the progress of the remaining Tier II initiatives and track progress toward the Districts Recovery Goals. As the ARPA investments continue to be funded in the coming fiscal year, our review and oversight of those projects continues as well. |

Agency Specific Questions

1. Please provide an organizational chart for the District Government.

   Response: Please see the Attachment District Government Organizational Charts Webpage.

2. Please provide flowcharts that demonstrate the following:
   a. How District residents may receive government critical programs and services, such as housing, education, and financial assistance; and
   b. How the public may obtain employment within the District Government. In here, please distinguish whether the process differs for different types of candidates.

   Response: OCA does not maintain flowcharts, but we can work with the Committee and agencies to explain the processes in the areas of housing, education, and financial assistance. Similarly, we can work with the Committee and DCHR and MOTA to explain the hiring processes.

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

   Response: Please see attachment A2.

4. Please provide a copy of the OCA's FY23 performance accountability report.
   a. Please explain which performance plan strategic objectives and key performance indicators (KPIs) were met or completed in FY23 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: OCA's FY23 performance accountability report is included as attachment Q18.

5. Please provide a copy of OCA's FY23 and FY24 performance plan and discuss any changes to outcomes measurements in FY23 or FY24, including the outcomes to be measured, or changes to the targets or goals of outcomes; list each specifically and explain why it was dropped, added, or changed.

    Response: OCA's FY23 performance plan is provided in attachment Q18 and FY24 performance plan is provided in attachment Q19. The following changes were made to OCA's FY24 performance plan:
    - Measure changed: Number of budget engagement forums hosted.
      - Changed frequency of reporting from quarterly to annual because it was misappropriately assigned as a quarterly frequency in the previous FY.
    - Measure changed: Number of investments scored by the Investment Review Boards.
      - Changed frequency of reporting from quarterly to annual because it was misappropriately assigned as a quarterly frequency in the previous FY.
    - Measure changed: Number of new administrative data analyses posted on the Lab's website in this fiscal year.
      - Renamed metric to "number of new data science projects posted on the Lab's website in this fiscal year" to more accurately reflect the Lab's data work.
    - Measures added: Added the Office of Gun Violence Prevention to OCA FY24 operations, along with two corresponding workload measures.
      - Added to include the Office of Gun Violence Prevention's community grants program.

6. What are your top five priorities for the OCA? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in FY24.

    Response:

    Tracking the effectiveness of the District's use of ARPA resources via the Launch, Evaluation and Monitoring (LEM) Hub. DC has prioritized the efficient and effective deployment of federal funds to meet the needs of residents and businesses, and is on track to fully expend the funds by the deadline. February 2023 was 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 FY24 budgets, the District has now spent close to 75% of ARPA funds on its pandemic response and recovery. In FY24, 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.

    Finalize the District's Racial Equity Action Plan and support progress on agencies' plans. The District's Racial Equity Action Plan maps out steps the DC Government will take to reduce inequities and improve life for DC residents. The REAP outlines 33 key performance indicators across four focus areas. ORE reviewed and analyzed comments received in FY23 to inform a final version of the plan, which is planned to launch in February 2024. The third racial equity cohort will begin in February. Each agency that participates in the cohort will develop

an agency REAP, which includes the same four goal areas as the District-wide REAP and support the District-wide efforts. For the agency plans, we measure the number of pilot cohort agencies who have developed a final draft of a racial equity plan.

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 ARPA 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 (Bipartisan Infrastructure Law) 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 (LEM) program.

Support the work of the Office of Gun Violence Prevention. 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. In FY23 the process of converting the prior Gun Violence Prevention Emergency Operations Center into a permanent OGVP was completed. Annual local funding was established for personnel and all six staff positions were converted from detailees to permanent and then filled.

Continue implementing plans and strategies on the "future of government." The Internal Services cluster has moved into the third year of the project. To enhance how IS cluster agencies deliver services and resources to other District agencies, DCHR has drafted an employee survey to harness feedback from employees with a goal of launching it in Summer 2024.

7. Please describe any initiatives that the agency implemented in FY23 and FY24 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 FY23 and FY24 to date to improve the internal operations of OCA and our interaction with outside parties:

Maintaining a focus on data capacity, measurement, and evaluation to ensure District programs are effectively administered and are meeting stated goals and outcomes.
- 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 DC Government's 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 ARPA investments across District agencies and will continue its progress in FY24.
- 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 priorities are being met.
- OGVP publishes a public dashboard on gun violence trends across various geographical boundaries and programs: https://www.buildingblocks.dc.gov/.

Expanding gun violence prevention coordination and activities.
- Since FY22, OGVP has and continues to work with District offices and agencies to refine DC Government's understanding of the overall landscape of gun violence and coordinate an all-government public health response. Among other regular activities, OGVP awards and monitors community mini-grants, conducts community outreach, and coordinates cross-agency initiatives.
- OGVP launched a new website last year https://www.buildingblocks.dc.gov/ that brings together all programs throughout District Government that impact gun violence as well as a data page where resident can learn about gun violence trends by any type of geographical boundary including ONSE and Cure the Streets priority areas. This initiative continues to inform and coordinate the District's violence prevention activities, engage the community, and support the reduction of gun violence in DC.

8. Please list each new program implemented by the OCA during FY23 and FY24 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: There are no new budgeted programs for FY24.

9. Please discuss the OCA's relationship with the Executive Office of the Mayor.

   Response: OCA works in close partnership with the Executive Office of the Mayor to ensure the District Government is carrying out Mayor Bowser's vision and citywide goals she has set out for the Administration. The City Administrator is in constant contact with EOM leadership. Likewise, OCA and EOM staff are in contact multiple times every day on operations, communications, budget, and policy discussions.

10. Please discuss the OCA's role in ensuring that District agencies are implementing enacted legislation in a timely manner.

    Response: Each agency is generally responsible for ensuring legislation is implemented in a timely manner. However, for more complex legislation or legislation that involves multiple agencies, OCA and deputy mayors' offices may provide guidance, staff support, and facilitate coordination across agencies and clusters. In other instances, agency progress on implementing legislation may be monitored through meetings with the City Administrator or his staff, briefing memos, and informal communications. In addition, as part of the annual budget process, OCA works with each agency to determine whether adequate funding is available in the agency's budget to implement enacted legislation.

11. Please identify any statutory or regulatory impediments to OCA's operations.

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

12. Please describe any steps the OCA took in FY23 and FY24 to date, to improve the transparency of agency operations. Please include any outreach activities that aim to improve transparency.

    Response: OCA regularly updates documents and orders on its website. Additionally, the City Administrator participates in interviews with the media and shares useful content on social media. OCA distributes a monthly newsletter for employees to boost internal communications and engagement by highlighting resources, events, and agency monthly recaps.

    The City Administrator welcomes groups of students, programs, and other community stakeholders to participate in open discussions, communicate directly with them, and gain valuable insight.

    The *Office of Budget and Performance Management* regularly works with agencies and the Office of the Chief Financial Officer to revise agencies' budget presentations to reflect their programs, activities, and funding uses more transparently. OBPM works each year with the Executive Office of the Mayor to enhance public input on the budget through 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) before analyzing outcome data. The Lab also publicly posts all study findings and, when appropriate, anonymized data and code to support transparency and replication. Members participate in conferences and events to present their findings and research methods.

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

The *Office of Racial Equity* (ORE) meets virtually and in-person with resident leaders across the District to discuss their concerns and identify racial inequities. ORE distributes a monthly newsletter to update stakeholders on the work products and activities of the office, promote upcoming events and highlight opportunities for stakeholders to engage with our office. In addition, the ORE is in the process of developing a racial equity dashboard that will allow stakeholders to state updated on over 30 measures included in the REAP.

13. Please identify all electronic databases maintained by the OCA, 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.
    d. Please provide a list and description of all Special Projects under the OCA, including its status, agency(ies) involved and its respective role(s).

    Response: OCA offices maintain three 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 2024. Agency performance plans and performance accountability reports are posted to OCA's website and can be found at https://oca.dc.gov/node/160662.

    District Recovery Reporting Portal – The ARPA Database: The District Recovery Reporting Portal includes monthly reporting data for each ARPA-funded project. The database facilitates the collection of budgetary, performance, and project-level information. The design of the database mirrors that of the portal administered by the U.S. Department of the Treasury and ensures compliance with federal requirements. Originally launched in February 2022, the portal has undergone continuous improvements as OBPM has collaborated with the Office of the Chief Financial Officer to implement ongoing upgrades. These enhancements serve the dual purpose of aligning the portal with changes made by the U.S. Department of Treasury and enhancing the user experience for agencies. The commitment to regular updates ensures the system remains current, responsive to evolving requirements, and user-friendly for all participating agencies. The application includes working data, so access to the public would not be appropriate. However, final data on the District's ARPA projects is available through the U.S. Department of Treasury portal.

    OGVP Quickbase database to track Building Blocks grants and their monitoring: The application tracks mini-grants recipients and distributed funds. It also tracks monitoring information Credible Messengers provide based on their attendance at grantee events. OGVP created the database in Q4 of FY22. Once the system has more information, OGVP plans to add a map to show details of the grantees to the new website. Currently, information from Spring 2023 is populated and Summer 2023 will be added after that.

14. Please provide a list and description of all Special Projects under the OCA, including its status, agency(ies) involved and its respective role(s).

Response: OCA does not have any projects specifically designated as special projects. However, each year, there are a number of projects that OCA will lead in setting up and then assign to a deputy mayor's office or agency to run or administer.

15. Provide a list of all ongoing programs and activities administered by OCA in FY23 and FY24 to date (i.e. The Lab @ DC, etc.). For each program, please include the following:
    a. Purpose or goal of each program or activity, including the problem(s) it aims to solve;
    b. How much has been budgeted for the program or activity and what percent has been spent in FY24 to date;
    c. For how many years have these programs been in place;
    d. Share OCA program successes in FY23 and FY24 to date; and
       1. How do you measure success?
    e. What population does the program or activity aim to serve.

Program	Program Description & Goal	Years Program Has Operated	FY24 Program Budget	FY24 % Spending to Date	Target Population	Program Successes
Lab @ DC	The Lab uses civic design and 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, predictive models, and resident-centered design projects.	8 years	$2,600,000	$520,000 20%	All District residents	The Lab's achievements are described in the responses to the Committee's prehearing questions, see, for example attachments Q 16 and 17-Studies-Research-Reports, and Q18 Performance Accountability Report.
Office of Racial Equity	Coordinates the District's effort towards achieving racial equity and intentionally seeks new ways to address the persistent racial inequalities that	2 years	$1,239,267	$248,381 20%	All District residents	ORE has developed and successfully executed a variety of programs and initiatives which work in harmony to improve DC Government's

	impact the lives of District residents.		★	★		capacity to identify, understand, and address equity gaps in the District. ORE finalized the District's Racial Equity Action Plan and is supporting progress on 22 agency racial equity action plans. ORE has also conducted 23 instructor-led trainings in FY23 and trained 780 staff.
Office of Gun Violence Prevention	Address gun violence using a public health approach by connecting residents to mental health services, stable housing, good paying jobs, education, and other critical supports.	2 years	$1,516,015	$174,263 11.5%	Residents who have been victims or perpetrators of gun violence or reside in communities most impacted by gun violence	OGVP has established relationships with agencies across the District and with each Deputy Mayor cluster. The most recent example is a collaboration with the DCPS School Mental Health Team on a gun violence prevention community resource professional development day for DCPS social workers. The Building Blocks/OGVP mini-grants program has awarded 282 grants for $2.6M.

16. Please discuss the OCA's role in overseeing agencies' implementation of enacted laws, including agency operations, cabinet appointments, and senior leadership tenures.

Response: OCA's role in overseeing implementation of enacted laws is described in OCA's response to Question 10. OCA's oversight of agency operations is implemented through mechanisms similar to those described in the response to Question 10 and through additional methods such as CapSTATs and other stat-based activities; the performance planning, monitoring, and reporting process; and the annual budget and ongoing budget oversight processes. The Cabinet appointment process is led by the Mayor and managed by the Mayor's Office of Talent and Appointments. Senior leadership tenures are generally managed through the standard human resources and performance management processes.

17. Please provide an overview of the role of the Office of Budget and Performance Management within the OCA.

    Response: Within the Office of Budget and Performance Management (OBPM), the budget team works with the OCFO to prepare the District's annual operating and capital budget – each of which advances the District's priorities through key investments, including increasing affordable housing, making DC safer and stronger, advancing public education, and connecting residents to jobs, educational opportunities, healthcare, and housing. OBPM is also responsible for working to increase transparency in the budget process, including new opportunities for public involvement before the budget is proposed.

    The OBPM Performance Management team is charged with monitoring agency performance and facilitating the effective and efficient implementation of the Mayor's policies by providing leadership, support, and oversight of District government agencies with the goal of improving agency performance and improving transparency and accountability.

    The Performance Management Team achieves this through the following:
    - CapSTAT: a data-driven performance management tool administered by the Performance Management Division. CapSTATs seek to improve 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. The CapSTAT team works 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.
    - Performance Plans: OCA maintains a comprehensive list of all Performance Plans and Performance Accountability Reports by agency or by policy area.
      - *Performance planning* is the foundation for how we operate and evaluate our government. At the start of the fiscal year, agencies are asked to develop a performance plan that describes new initiatives to improve the quality of their services and highlights metrics that meaningfully gauge their progress against goals.
      - *Performance Accountability Reports* are developed at the end of the fiscal year to summarize accomplishments and report on whether city agencies met the targets set forth in their performance plans for that year.

    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. The Lab collaborates with District agencies to:

- Design policy and program interventions tailored to the District, based on theory and evidence from academic and industrial research, as well as analyses of available administrative data.
- Conduct high-quality evaluations—including randomized evaluations and rapid, iterative experimentation—to learn how well things work and how to improve.
- Foster a scientific community of practice, engaging and collaborating with experts and stakeholders across agencies, universities, and community groups.

18. Please define "independent agencies" that are not under the purview of the Mayor, and its rationale for its independence.

Response: Independent agencies are generally defined as agencies of the District Government not under the direct administrative control of the Mayor. These agencies are instead overseen by a board or commission, whose members are generally appointed by the Mayor and confirmed by Council. Agencies under the direct administrative control of the Mayor are referred to as subordinate agencies.

The decision of whether to structure an agency as an independent agency or a subordinate agency is determined legislatively by Council, and it is therefore not possible for OCA to determine with any certainty the rationale for decisions to establish an agency as an independent agency.

However, the following two rationales are considered major reasons why agencies are established with an independent structure: (1) because the agency carries out a business-type function (*i.e.*, a function seen as non-governmental) and (2) to limit the Mayor's authority to make decisions in the subject matter area administered by the agency and, often concomitantly, to increase the Council's authority over the operations of the agency at the expense of the executive. The constitutionality of independent agencies of the federal government has been increasingly questioned in recent years; if the U.S. Supreme Court were to hold that federal independent agencies are unconstitutional, it is highly probable that District independent agencies would be considered unlawful under the Home Rule Act.

Some District agencies have also been termed independent agencies by the Council, although they are not administered by a board or commission. Instead, those agencies are administered by a director, appointed by the Mayor, who serves for a term of years and is not terminable by the Mayor except in limited circumstances. A recent Supreme Court decision, *Seila Law LLC v. Consumer Financial Protection Bureau*, has made clear that this type of structure is unconstitutional at the federal level, and therefore this type of structure is very likely unlawful at the District level under the Home Rule Act.

19. Because the public may see government agencies as a part of "the government," do you see merits in streamlining all independent agencies to operate under the purview of the Mayor?

Response: Placing independent agencies under the purview of the Mayor generally increases the agency's ability to perform its mission because it can more readily draw on the resources and expertise of other subordinate agencies, its programs and activities can be better integrated

with those of other agencies, and it benefits from the unified focus of the Mayor and her Executive team.

Moreover, as indicated in the Committee's question, District residents view independent agencies as part of "the government" and expect the Mayor to take action to address issues either caused by, or seen as within the purview of, those agencies—actions which the Mayor may not be able to take because the agencies do not directly report to her. This not only can result in frustration on the part of the public, but also result in less effective services and outcomes for District residents and businesses.

One of the prime examples of the benefits of placing independent agencies under the control of the Mayor is the transfer of the control of DC Public Schools from an independent Board of Education to the Mayor, which is universally regarding as having resulted in highly significant improvements to the District's public school system.

20. Please identify OCA's oversight role of the District's public education system, including DC Public Library, Public Chater School Board, Public Charter Schools, State Board of Education, and University of the District of Columbia.

    Response: The Deputy Mayor for Education (DME) provides direct Executive oversight and support to District of Columbia Public Schools and the Office of the State Superintendent for Education. DME also supports and monitors performance of independent agencies and entities within the public education cluster, including DC Public Library, the Public Charter School Board and public charter schools, the State Board of Education, and the University of the District of Columbia.

    The Deputy Mayor meets regularly with his cluster agency leaders to monitor and support implementation of strategic priorities. This includes reviewing key performance indicators, discussing and troubleshooting progress for major programs and investments, and identifying and mitigating system-wide challenges or barriers. Additionally, DME convenes cross-agency meetings, working groups, or taskforces to evaluate data, conduct process improvement efforts, and monitor performance on specific content areas. In all its work, DME seeks to be resident-focused; coordinated across government as well as across the public, non-profit, and private sectors; adaptive to meet the needs of residents and practitioners; and laser-focused on our recovery and comeback priorities. To ensure these efforts meet the Mayor's vision and goals, the City Administrator meets often with the Deputy Mayor and there is constant staff contacts.

District-Wide Initiatives

21. Please list three opportunity areas, programs, or initiatives that the OCA may facilitate to address racial inequity.

    Response: The Office of Racial Equity will mark its third year in February 2024. ORE's theory of change is to normalize the topic of racial and ethnic equity in the context of public administration, to organize staff around the shared goal of a more equitable DC, and to operationalize a racial equity lens across the whole of government. ORE has developed

programs and initiatives which correspond to each step of this theory of change which work in harmony to improve the District Government's capacity to identify, understand, and address equity gaps in the District.

Normalize: ORE continues to build out a racial equity training curriculum as planned in the District-wide Racial Equity Action Plan. ORE is currently building the capacity to reach *all* DC Government employees with training materials and instructor-led courses starting in FY25. An evidence-based, self-led course is on track to launch in late Fall 2024 which will be open to all District employees via articulate.com. This will greatly expand ORE's training reach, which is currently offered as an instructor-led course for managerial staff and staff who work on racial equity related initiatives. The self-led course will help to create a shared understanding of DC's history, the role of governments in the District in creating or perpetuating inequitable outcomes, how DC Government is working to directly address these past harms, and the roles individual staff can play.

To develop a course that is evidence-based with practical applications, ORE recruited DC historians and experienced racial equity trainers to inform and review the course content and collaborated with a team of graduate students from The George Washington University to conduct an external evaluation of the materials. This self-led course, together with tailored, instructor-led offerings on data standards, community engagement, and other core agency functions are foundational to equipping DC Government staff to personalize and carry forward the work of racial equity across agencies. 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. ORE conducted 23 instructor-led trainings in FY23 and trained 780 staff.

As a complement to training offerings, OCA hosts an OCA Learning Series for staff which deepen conversations about racial equity on topics directly relevant to OCA's work, for example, understanding and incorporating an intersectional lens into OCA work to better support the unique needs and priorities of District residents who live with disabilities.

Organize: In February, ORE will launch its third cohort of agencies to support them through the process of developing agency-level REAPs. Agency-level REAPs correspond to the District-wide plan to operationalize racial equity both internally and externally to the agency through policies, programs, and services across all functions of District Government. To date, 22 agencies have participated in the racial equity cohort program. Pilot cohort agencies from the FY22 cohort are currently refining final drafts of their REAPs for legal review and release.

The capacity and personal connections built within and across agencies through the cohort programs does not stop with action plans, however. Participating agencies are reflecting on their work at all levels through a racial equity lens as they continue to normalize and prioritize equitable resident outcomes. For example:
- The Homeland Security and Emergency Management Agency is currently reviewing all 80 of its emergency response service plans to ensure racial equity has been factored into the preparation for any potential crisis.

- The Child and Family Services Agency developed a new training on implicit bias for mandated reporters that will launch in February 2024. The training is in response to the nationally disparate rates at which Black children interact with the child welfare system.
- In addition to the racial equity cohort program, ORE also coordinates the Interagency Committee on Racial Equity (ICRE), which brings together staff from 27 agencies to support ORE's work and strengthen and elevate DC Government's cadre of racial equity leaders. ORE also works with a network of 26 DC Government staff who have direct responsibility and oversight of racial equity initiatives within their agencies.

Operationalize: OCA, through ORE, continues to create tools that strengthen agencies' capacity for data-informed policy making and performance management through a racial equity lens. ORE completed the Data Standards pilot project with residents and agencies which culminated in the *Equitable Race and Ethnicity Data Guidebook* that is scheduled for release in Spring 2024 and a companion dashboard currently in beta testing.

The creation of these two tools and companion materials are exciting developments for operationalizing racial equity across District Government and will greatly expand the reach of ORE's technical assistance and help create common practices and standards across programs and practice areas.

22. Please discuss one operational data point and one performance data point where you already collect race information or could collect such information.

Response: OCA tracks several operational metrics and key performance indicators on the District's efforts to advance racial equity. ORE tracks progress toward its mandates through performance measures such as the percent of MSS staff who have completed ORE's live training and the number of agencies that have completed ORE's pilot cohort which develop an agency level racial equity action plan each fiscal year. In turn, the Office of Budget and Performance Management has integrated racial equity questions into the data each office collects on agency strategic initiatives and budget enhancement requests.

OCA does not directly collect operational and performance data containing race information on residents and staff. Instead, it relies on data collected by District Government agencies that work with or under OCA; for example, OCA could request self-reported race/ethnicity data from staff via DCHR but does not collect the information directly. In addition, OCA collaborated with OCTO to create a flag in the Enterprise Data Inventory to highlight agency datasets that contain race and ethnicity data.

ORE is also developing a racial equity dashboard that integrates data sources containing race information from District Government and federal agencies Once completed, the dashboard will be a comprehensive, multi-page, online platform providing timely, relevant, and accessible data on 36 racial equity indicators. They 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. 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. The dashboard will not only serve as an accountability measure for the District Government's commitments on racial equity, 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.

Through ORE, OCA is also actively promoting the development of effective systems to capture, coordinate, and share racial equity data by providing leadership and technical expertise to District agencies. ORE completed the *Equitable Race and Ethnicity Data Guidebook*, commonly referred to as the Data Standards Guidebook. The Guidebook includes guidance for agencies on the equitable collection, use, and sharing of race and ethnicity data. It will help agencies address and respond to common challenges in the collection of clean and reliable data on race and ethnicity. It also seeks to ensure District agencies have better data to effectively evaluate their policies and programs through a racial equity lens.

Recognizing the District Government's responsibility to protect resident and staff data and the often-greater risk of harm from data misuse for marginalized communities, the Guidebook strongly encourages agencies to collect race and ethnicity data only if they have a compelling need and appropriate protocols in place. To the extent that agencies under or working with OCA collect such data, it is for specific programmatic goals. Often there are appropriate use cases for such data which allow for analysis for operational and/or performance management.

23. In considering a racially equitable District of Columbia, please discuss three ways OCA would achieve such a goal.

Response: Change work, particularly racial equity change work in an American context, is a multi-generational effort. As such, the path toward the goal of a racially equitable DC should be thought of as multiple roads with milestones that balance the urgency of resident outcomes today with the need to create sustainable, lasting change long-term. To accompany initiatives with short- to mid-term impacts (a sample of which are discussed under Question 21 above), OCA, through ORE, is constructing foundations for longer-term change, primarily by seeking to change the way government thinks about and discusses inequity as commonly as it does budgets or performance metrics.

ORE employs multiple strategies to effect this change, three of which are discussed below:
- *Having a plan*. The Racial Equity Action Plan (REAP) articulates the District Government's vision for a racially equitable DC and begins to organize the Executive branch around this vision in measurable, timebound increments. A REAP serves multiple important functions beyond its express purpose, however, including the participatory process with residents and Government stakeholders to develop the plan. In the mid- to longer terms, the work of implementing and managing a REAP further concretizes our commitment to the work at a macro level through OCA and at the micro level through agency-level REAPs. Importantly, the first District-wide REAP incorporates a focus on maintaining the District Government as an employer of choice that engages in equitable recruitment, hiring, advancement, and retention of its 35,000 employees.
- *Reinforcing to District agencies the expectation that they must study, track, and report on progress toward closing equity gaps in their lines of business just as they would on core*

functions such as spending or performance. ORE partners closely with the Office of Budget and Performance Management (OBPM) on the budget formulation process and agency performance planning cycle. ORE revises the Racial Equity Budget Toolkit annually 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 also presents during annual budget kickoff meeting and holds individual meetings with agency budget staff and OBPM colleagues to answer questions and help agencies strengthen their racial equity analyses in budget enhancements proposals. ORE reviews and provides racial equity considerations on budget enhancements and provides a summary analysis in the Mayor's Office of Racial Equity Budget Summary. ORE supplements these planning cycles with technical assistance and office hours for agencies throughout the year.

- *Serving as a technical advisor across DC Government*. ORE sits on multiple cross-cutting committees and working groups which are charged with addressing some of the District's most pressing and emerging challenges. Many cross-cutting committees now include a focus on racial equity in their core missions and visions in recognition of equity as central goal rather than an eventual outcome measure, *e.g.*, the Mayor's Taskforce on Automated Traffic Enforcement Safety and Equity, the Mayor's Taskforce on Vehicle Electrification, and the Deputy Mayor for Education's Education through Employment Data project. By participating in these conversations and advising their research, ORE reinforces OCA's commitment to normalizing racial equity as a District priority and helps to guide seemingly disparate efforts toward the shared goal of a more equitable DC.

23. Please discuss how the OCA handles harassment claims, such as sexual harassment, retaliation, bullying.

    Response: OCA follows the requirements under Mayor's Order 2023-131 on the investigation of any allegation of sexual harassment. OCA is committed to taking any remedial steps necessary to mitigate the possibility of retaliation or bullying conduct.

24. How many complaints of harassment has the OCA received in FY23 and FY24 to date? Please provide breakdown of the following:
    a. Number of complaints
    b. Types of harassment (sexual harassment, retaliation, bullying, etc.)
    c. Resolutions of each complaint (settlement, transfers, separation, etc.)

    Response: In FY23 and FY24, OCA has not received any complaints of harassment.

25. Please describe the process that the OCA takes in sexual harassment-related matters. Please provide a breakdown of the agency's role in the following:
    a. Training and education;
    b. Investigations;
    c. Hiring or designation of Sexual Harassment Officers; and
    d. Other personnel matters

Response: OCA relies on DCHR as the designated agency to oversee training, education, investigations, and designation of sexual harassment officers.

26. Please discuss any changes or improvements made in the OCA's workplace culture in FY23 and FY24 to date, and any plans for future improvements.

Response: OCA remains focused on recruiting, hiring, and retaining talented staff while continuing to promote opportunities for professional development through District Government programming and training offerings. OCA hosts quarterly all-staff meetings and publishes a monthly newsletter that updates staff on internal announcements and events. OCA also hosts summer picnics, holiday parties, and book clubs to build morale and camaraderie.

27. Please describe the process to address violence and public safety in housing facilities, schools, community centers, parks, shopping centers, restaurants, and other places in the community.

Response: Mayor Bowser continues to make new investments that strengthen services by focusing on crime reduction and prosperity for residents through life-changing education and workforce opportunities, while also refocusing agencies on getting back to basics by improving core District Government services and customer experience.

During FY23, Mayor Bowser announced several legislative, program, and budget proposals to move the District in the right direction and allow us to build a safer, stronger DC – specifically the *Safer Stronger Amendment Act of 2023* and the *Addressing Crime Trends Now Act* (ACT Now). ACT Now addresses public safety challenges by giving law enforcement more tools to hold criminals accountable and keep neighborhoods safe. The bill will help create an environment that better supports communities and victims, as well as the Metropolitan Police Department's (MPD) ability to hire and retain highly qualified officers.

On November 13, 2023, Mayor Bowser issued a public emergency on youth violence. By issuing this Mayor's Order, the District has been able to take emergency measures to increase capacity across the continuum of placements for youth in the Department of Youth Rehabilitation Services' custody.

Additionally, MPD continues its efforts to reduce crime by holding individuals accountable for their actions and working with local, regional, and federal law enforcement partners on an array of crime reduction initiatives.

28. Please describe how OCA plans to take an active role in improving public safety for the city.

Response: The Office of Gun Violence Prevention (OGVP) works across clusters and agencies to find, support, and improve non-law enforcement public safety activities. OGVP provides guidance on best practices, connects District Government programs to national experts and researchers, and works alongside District Government programs focusing on preventing gun violence.

OGVP has a community grants program providing small grants to community members and organizations working to implement gun violence prevention solutions created by and for the community. OGVP provides the grants, follow-up support, and educational resources for those organizations that show the determination and management to expand and improve the impact of their programs.