GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser

Office of the City Administrator

February 27, 2025

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

Dear Chairperson Bonds:

Below please find responses to the Committee's questions from my performance oversight hearing.

I.   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 – OCA Org Chart.

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, 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 Attachment Q2 – Schedule A.

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 – 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 FY24 and Q1 of FY25;
   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 FY24 and Q1 of FY25;
   d. A list of travel expenses, arranged by employee for FY24 and Q1 of FY25, including the justification for travel; and
   e. A list of the total workers' compensation payments paid in FY24 and Q1 of FY25, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.

   Response: Please see Attachment Q4 – Vehicles, Travel, Wireless, and Workers Comp.

5. For FY24 and Q1 of FY25, please list all intra-District transfers to or from the agency.

   Response: Please see Attachment Q5 Q7 – Intra-District and MOU.

6. For FY24 and Q1 of FY25, 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 your agency during FY24 and Q1 of FY25, 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 Q5 Q7 – Intra-District and MOU.

8. 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 FY22, FY23, FY24 and Q1 of FY25.

    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 FY24 and Q1 of FY25 for each program and activity code.

    c. Attach the cost allocation plans for FY24 and FY25.

    d. In FY24 and Q1 of FY25, 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 Q8 – Budget and Spending.

9. Please provide as an attachment a chart showing the agency's overall Grants, Contracts, and Reprogramming received during FY24 and Q1 of FY25. Please break down 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 – Grants, Contracts, and Reprogramming.

10. Please provide a copy of the required Small Business Enterprise (SBE) Report for FY25.

Response: Please see Attachment Q10 – SBE.

11. Please provide the following information regarding capital projects:

    a. A list of all capital projects in the financial plan.

    b. For FY22, FY23, FY24, and Q1 of FY25 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 FY25, FY26, FY27, FY28, and FY29.

    d. A description of whether the capital projects begun, in progress, or concluded in FY21, FY22, FY24, or Q1 of FY25, had an impact on the operating budget of the agency. If so, please provide an accounting of such impact.

Response: In October 2024, ORE released the first public version of its dashboard, which is a comprehensive online platform providing timely, relevant, and accessible data on 32 indicators across seven dimensions of life in the District: health, education, public safety, housing, economic opportunity, neighborhood life, and civic engagement. ORE and OCTO are working on expanding the dashboard in FY25 to include 43 indicators and additional time-series data.

Capital Project	Budgeted Amount	FY24 Spend	FY25 Anticipated Spend	Project Status
ORE dashboard	$500,000	$365,544	$134,455	Anticipated project completion: 9/30/25

12. Please list all lawsuits pending and resolved, that name the agency as a party, during FY24 and Q1 of FY25. Identify the case name and number, claim and status.

    Response: OCA is not aware of any lawsuits pending or resolved during FY24 or Q1 of FY25 that identify OCA as a party.

13. Please describe the agency's procedure for handling allegations of workplace harassment during FY24 and Q1 of FY25. 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. OCA had no allegations of workplace harassment during FY24 or Q1 of FY25.

14. Please describe the agency's handling of sexual harassment claims received during FY24 and Q1 of FY25. 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 the investigating official or Sexual Harassment Officer (SHO) for each claim; and
    f. The date of the report was forwarded to the Mayor's Office of Legal Counsel.

    Response: OCA had no allegations of sexual harassment during FY24 and Q1 of FY25 and has complied with Mayor's Office of Legal Counsel guidance.

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 FY24 and Q1 of FY25.

    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 FY24 or Q1 FY25 to date.

16. Provide a list of all publications, brochures and pamphlets prepared by or for the agency during FY24 and Q1 of FY25.

Response:
OCA:

- Newsletters – Monthly Employee Newsletters

OBPM:

- See Attachment Q17 – Studies-Research-Reports for all publications from The Lab.

ORE:

- Race and Ethnicity Data Guidebook: Guidelines for Data Collection, Use, and Sharing in District Government (November 2024)
- Racial Equity Dashboard (October 2024)
- Racial Equity Budget Tool (updated November 2024)

17. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY24 and Q1 of FY25. Please state the status and purpose of each. Please submit a hard or electronic copy to the Committee if the study, research paper, report, or analysis is complete.

    Response: A list of studies, research papers, reports and analyses from OCA's Lab@DC is included as Attachment Q17 – Studies-Research-Reports. OCA did not prepare or contract for any other formal studies, research papers, reports, or analyses during FY24 or Q1 of FY25.

18. Please provide a copy of the agency's FY24 performance plan. Please explain which performance plan objectives are completed in FY24 and whether they were completed on time and within budget. If they were not, please provide an explanation.

    Response: Please see Attachment Q18 – FY24 Performance Plan.

19. Please provide a copy of your agency's approved FY25 performance plan as submitted to the Office of the City Administrator, 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 – FY25 Performance Plan.

20. Please provide the number of FOIA requests for FY24 and Q1 of FY25, 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:
    - FY24 FOIA requests
        - Total: 26
        - Granted, in whole: 1
        - Granted, in part, denied, in part: 2

- o Denied, in whole: 0
- o Referred to another agency: 26
- o Pending: 0
- o Median response time: 7.5 days

- Q1 FY25 FOIA requests
    - o Total: 5
    - o Granted, in whole: 0
    - o Granted, in part, denied, in part: 0
    - o Denied, in whole: 0
    - o Referred to another agency: 5
    - o Pending: 0
    - o Median response time: 7.5 days

OCA does not charge fees for processing requests and does not log the number of staff hours worked on producing responses.

21. Please provide each collective bargaining agreement that is currently in effect for agency 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 your agency, 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 FY24 and Q1 of FY25, if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month.

    Response: The chart below details boards and commissions that include OCA staff membership and provides links to their websites, with member listings, meeting materials, and descriptions of their goals where available.

Staff Member	Division	Board or Commission
Kevin Donahue	OCA	Metropolitan Washington Council of Governments Chief Administrative Officers Committee and Metropolitan Washington Council of Governments Homeland Security Executive Committee
Jennifer Reed	OBPM	DCHA Board of Commissioners
Dr. Amy Mack	OGVP	OCME Child Fatality Review Committee and Violence Fatality Review Committee
Dr. Amber Hewitt	ORE	Racial Equity Advisory Board

23. Please list all reports or reporting currently required of the agency 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 Racial Equity Action Plan Annual Report was published online on February 1, 2024. The Racial Equity Annual Budget Report for FY25 was transmitted to Council on August 7, 2024.

24. 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, ORE hosts a quarterly Learning Series on topics such as review of health and history in DC, role of government in advancing racial equity, and promoting equity and belonging.

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. All of the OCA managers with active employee performance plans have regular meetings with employees under their supervision to ensure their individual performances meet standards. OCA Managers encourage professional development through national and local memberships, training, and travel.

26. Please include a chart of FY24 employee evaluation rating showing the employee's job title, duties/responsibilities, classification grade, salary, date of employment, and FY24 evaluation rating. Also, please identify if the employee has been separated from the agency during FY24 or Q1 of FY25.

    Response: Because this question requires personally identifiable personnel information, we are not able to disclose employee evaluation ratings. During FY24 and Q1 of FY25, 14 OCA employees separated from the agency.

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

    Response: The following programs, initiatives, and activities are carried out by OCA to meet the objective:
    - Assessment of new budget investments;
    - Assessment of agency performance plan projects;

- Development and delivery of evidence-based training curriculum, training materials, and instructor-led courses;
- Coordination of OCA Learning Series on Racial Equity for OCA and Deputy Mayor staff;
- Coordination of the Racial Equity Cohort Program;
- Coordination of the Interagency Committee on Racial Equity and the Equity Leads group;
- Implementation of the Racial Equity Action Plan;
- Development of the District Racial Equity Dashboard;
- Development and promotion of the *Race and Ethnicity Data Guidebook*;
- Coordination of Racial Equity Advisory Board quarterly meetings;
- Community engagement events; and
- Participation in cross-cutting committees and working groups charged with addressing some of the District's most pressing and emerging challenges.

28. Please provide a chart of agency programs conducted during FY24. 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:

Program	Initiation Date	FTEs	Program Manager	Total Budget Expenditure	Outcomes
Lab @ DC	10/1/2023	17	Sam Quinney	$2,478,049.00	Examples provided in Attachment Q30 – FY24 Performance Accountability Report.
Office of Gun Violence Prevention	10/1/2023	6	Helder Gil	$993,947.78	Examples provided in Attachment Q30 – FY24 Performance Accountability Report.
ORE	10/1/2023	7	Amber Hewitt	$1,385,299.73	Collaborating with District agencies, residents, and external stakeholders to make meaningful progress towards realizing the vision where all residents have a fair shot.

29. Please provide a chart showing the agency's program priorities for FY24 and FY25. Include the following:
    a. Staffing numbers;
    b. Expenditure;
    c. Community outreach activities; and
    d. Measurable outcomes or metrics associated with each priority.

Response: The following were OCA's program priorities for FY24 & FY25:

Priorities	Staffing Number	Expenditures	Community Outreach Activities	Outcomes and Metrics
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.	1	$133,160	N/A	In FY24, the LEM continued to help launch, monitor and evaluate the District's use of ARPA funding using performance management, civic design, and research tools. These activities fed directly into the FY25 budget decisions about which ARPA-funded investments would be continued with local funds. That process is detailed in DC's State and Local Fiscal Recovery Funds 2024 Report to US Treasury. The Lab @ DC and other entities have continued the evaluations of multiple ARPA-funded programs that continue to be operated using local dollars to assess their long-term impact on residents (for example, Career MAP, the Advanced Internship Program, Community Violence Interruption, and High Impact Tutoring).
Develop a balanced budget that reflects the District's priorities and needs.	11	$2,054,496	OCA participated in the Mayor's budget engagement forums, ANC meetings, and met with numerous stakeholders and advocacy groups.	The Budget Team worked with the Mayor, City Administrator, OCFO, agencies, the public, and other stakeholders to develop a balanced budget and financial plan for transmission to the Council.
Review programs to streamline them to align with new realities of revenues and growth			N/A	OCA is working to identify efficiencies and financial savings while creating program implementation strategies and recommendations.
Analyze programs' effectiveness to determine operational improvements			N/A	Performance Team held 18 CapSTATs in FY 2024, resulting in recommendations to improve operational improvements.

Oversee and coordinate mayoral initiatives such as Clean Corridors	3	$540,000	As part of the clean corridors initiative, outreach was performed to businesses to obtain waivers for graffiti cleaning.	OCA works to coordinate between the stakeholders, develop metrics, and track successes.

30. Please provide a copy of the agency's FY24 Performance Accountability Report of strategic objectives, to indicate if key performance indicators were met, and with which other government agency the report was filed.

    Response: OCA's FY24 Performance Accountability Report is included as Attachment Q30.

II. AGENCY SPECIFIC QUESTIONS

31. 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 FY25.

    Response:
    OCA's priorities for FY25 include the following:
    - *Develop a balanced FY 2026 Budget and Financial Plan*: OCA will work with the Mayor, OCFO, agencies, and District residents to develop and maintain a balanced budget. As revenues remain stagnant while costs continue to increase, this process will be critical to ensuring the District's continued financial stability and economic growth.
    - *Review programs to streamline them to align with new realities of revenues and growth*: OCA will use data to target the District's resources to where evidence shows our investments are having the most impacts. In short, the District must restrain its spending growth to accurately reflect a vastly different federal budget and challenging economic headwinds.
    - *Analyze programs' effectiveness to determine operational improvements*: Through use of CapSTATs, cross-agency program reviews, and other program management tools, OCA will continue to increase government effectiveness in its functions and services provided to residents.
    - *Oversee and coordinate mayoral initiatives*: OCA will provide oversight and support to Deputy Mayors and District agencies to implement strategic Mayoral policy priorities, such as the following:
        o The Vison Zero initiative includes programs such as the scofflaw vehicle enforcement and DMV's ignition interlock program.
        o The Highway Safety Office, housed within OCA, supports Vision Zero by coordinating agencies on key priorities. For example, in 2024, the Highway Safety Office became the first in the country to hire a Post-Crash Care Liaison to help coordinate and improve emergency response following crashes.
        o GovOps is overseeing significant construction projects such as the new Animal Shelter at DC Village, opening to the public later this year, and facilitating coordination across clusters.

      o OCA will also supplement coordination for large scale events like the presidential inauguration, major weather events, and First Amendment activities.

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

    Response: Please see Attachment Q32 – DC Organizational Chart.

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

    Response:
- *Districtwide Agency Oversight and Support* – oversees the Government Operations Cluster made up of agencies that primarily provide services directly to the District Government: Departments of General Services, Motor Vehicles, For-Hire Vehicles, and Human Resources, and the Offices of the Chief Procurement Officer, the Chief Technology Officer, Risk Management, Labor Relations and Collective Bargaining, and Disability Rights. The Government Operations cluster makes it easier for external-facing District agencies to shift to demand-driven delivery of services and information to enhance the customer experience, especially for District residents.
- *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 impact the lives of District residents. ORE's responsibilities include: establishing a structure to provide oversight of and advance the District's goals toward achieving racial equity; creating a Racial Equity Action Plan and appropriate metrics; developing training materials and opportunities in collaboration with the Office of Human Rights; creating effective systems to capture, coordinate, and share racial equity data across agencies; and coordinating with the newly established Commission on Racial Equity, Social Justice, and Economic Inclusion.
- *Office of Gun Violence Prevention (OGVP)* – Created in January 2022 to coordinate the Building Blocks DC (BBDC) District-wide public health strategy for gun violence prevention, OGVP ensures coordination and collaboration is taking place across District Government and holds agencies and offices accountable for their gun violence prevention work.
- *Sustainability and Urban Infrastructure* – works to support the Mayor and the City Administrator to ensure a strong and sustained District Government focused on maintaining, strengthening, and improving the District's infrastructure (built and natural environment), and delivering high-quality services to residents, visitors, and businesses.
- *Budget* – The Budget Office is charged with designing an operating budget and capital budget for future fiscal years by allocating scarce resources in an efficient manner aligned with the Mayor's priorities.
- *The 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. The Lab's research teams provide additional capacity to agencies to run randomized control trials, quasi-experimental evaluations, predictive models, descriptive data analyses and resident-centered design projects.
- *Performance* – The Performance team creates and oversees the reporting structure for performance plans across the District. The team is responsible for providing guidance and

support to all mayoral agencies (and independent agencies who choose to participate) on the performance planning process. The team runs the CapSTAT program which convenes agencies and the City Administrator to talk through pressing issues in a data driven format. It also works with agencies to pull data for several ongoing Dashboards (911, 311, Homeless Services).

34. Please discuss any changes to outcomes measurements of OCA's FY24 and FY25 performance plan, 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 FY24 performance plan is provided in Attachment Q18 and FY25 performance plan is provided in Attachment Q19. The following changes were made to OCA's FY25 performance plan:

- The following measures were added to incorporate Sustainable Urban Infrastructure. This is a new administrative structure under OCA, due to the Mayor's organizational structure changes:
    - Percent of Sustainable Urban Infrastructure operational agencies' Vision Zero performance indicators met
    - Percent of total Sustainable Urban Infrastructure operational agencies' measures met
    - Percent of total Sustainable Urban Infrastructure operational agencies' 311 requests completed within Service Level Agreement
- The following measures were added to capture the utilization of optional trainings provided by ORE:
    - Number of MSS employees who completed a racial equity training (other than Advancing Racial Equity AE204)
    - Number of non-MSS employees who completed a racial equity training
- The following measures were added to more meaningfully capture ORE's performance:
    - Number of mayoral agencies engaged Number of racial equity action plans developed by mayoral agencies
- The following measures were added to capture OCA's community engagement work:
    - Number of community events attended by OGVP
    - Number of community engagement events attended
- The following measure was added to increase transparency:
    - Percent of GovOps cluster agency employee performance evaluations submitted on time
- The following measure was added to capture The Lab's workload:
    - Number of active, committed projects in the Lab's portfolio
- The following measure was dropped because it is duplicative:
    - Number of new projects posted on The Lab's website that serves low-income populations
- The following measures were dropped because they do not meaningfully capture OCA's performance:
    - Percent of eligible projects in the Mayor's proposed Capital Improvement Plan that were scored by the Investment Review Board for review
    - Number of eligible projects in the Mayor's proposed Capital Improvement Plan that did not get scored by the Investment Review Board
    - Number of highly rated projects (investments with a composite score of 10 or greater)
    - Number of Investment Review Board meetings hours

- o Number of investments scored by the Investment Review Boards
  - o Total amount of federal grant dollars allocated/budgeted
  - o Number of New Administrative Data Analyses Posted on The Lab's website
  - o Percent of all current core business measures (for mayoral agencies) with data reported
- The following measure was dropped because the Resilient DC program moved to HSEMA:
  - o Percent of Resilient DC strategic initiatives either fully or partially achieved
- The following measure was changed to align with the new performance planning structure:
  - o FY24 measure: Percent of fiscal year key performance indicators (for all mayoral agencies) either fully or partially achieved
  - o FY25 measure: Percent of fiscal year measures (for all mayoral agencies) either met or nearly met
- The following measures were changed to more meaningfully capture OCA's performance:
  - o FY24 measure: Percent of projects that include at least two community engagement events prior to finalizing technical work
  - o FY25 measure: Percent of Lab projects that include at least two community engagement activities prior to finalizing technical work
  - o FY24 measure: Percent of projects that lead to an active policy or program decision, as outlined in the "What's Next Section" of The Lab's online project descriptions
  - o FY25 measure: Percent of Lab projects that lead to an active policy or program decision
  - o FY24 measure: Percent of new projects posted on The Lab's website that serve low-income communities or populations
  - o FY25 measure: Percent of Lab projects serving low-income communities or populations
  - o FY24 measure: Number of New Randomized Evaluations Posted on The Lab's website
  - o FY25 measure: Number of new Lab randomized evaluations

35. Please describe any initiatives that the agency implemented in FY24 and FY25 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 FY24 and FY25 to date to improve the internal operations of OCA and our interaction with outside parties:

    - Through the FY25 Budget Formulation process, Budget Team achieved the following efficiencies:
      - o Saved approximately $1 million by disconnecting several hundred unused communications devices;
      - o Rebalanced the capital portfolio;
      - o Eliminated several hundred vacant positions citywide;
      - o Maximized non-local fund sources (*i.e.,* shifted costs to other resources); and
      - o Eliminated and/or reduced travel, supplies, and contractual services.
    - OBPM established a federal funds hub to understand the impact of federal investments across District agencies. It also continues to monitor agency performance, develop data dashboards, and measure outcomes through agency performance plans, CapSTATs, and cluster meetings to ensure priorities are being met.

- Government Operations continues to pursue efficiencies and optimizations and how cluster agencies can better serve and help sustain and maintain our public facing agencies, resulting in better services for District residents.
  - OGVP published a public dashboard on gun violence trends across various geographical boundaries and programs: https://www.buildingblocks.dc.gov/.

36. Please list all programs implemented by the OCA during FY24. 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;
    d) Any documented results of the program, including the successes of the program and a description of how you measure success for each program; and
    e) Any reporting requirements associated with the program, and the primary issues of oversight at the executive level.

    Response: The following divisions of OCA include programming that engages directly with District residents:

Program Name and Description	Funding Amount to Implement	Program and Activity Codes	Documented results (include successes and description of how success is measured)	Reporting Requirements/primary issues of oversight at the executive level
Lab @ DC	$ 2,478,049.00	500026 (program code), 50077 (cost center code)	Examples are provided in Attachment Q30 – FY24 Performance Accountability Report	N/A
Office of Gun Violence Prevention	$1,516,000.00	500280 (program code), 50369 (cost center code)	Examples are provided in Attachment Q30 – FY24 Performance Accountability Report	N/A
Office of Racial Equity	$1,603,516.89	500033 (program code), 50078 (cost center code)	25 agencies in our cohort series, trained an aggregate of 1,611 District employees over 35 trainings provided, participated in the budget and performance plan process to incorporate an equity lens	AE204 MSS Compliance, REAP developed and annual reporting

37. 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 daily contact on operations, communications, budget, and policy matters.

38. 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.

39. Please describe any steps the OCA took in FY24 and FY25 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 *Government Operations* division hosts a monthly Government Operations Call open to all agencies to learn about District-wide projects, updates, and policies. In addition, the GovOps 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* 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.

40. 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.

    Response: The *Performance Management Tracking System* provides the structure for agencies to report on their performance management, including objectives, activities, measures and projects. In FY24, we shifted to a new Quickbase system that streamlined the data input mechanism for agencies and allowed for clearly tracking of information year over year. While the public cannot access the system, the performance plans published on the OCA's website are printed directly from this application.

    The *Program Inventory* will provide insight into the various public-facing programs across the District. This system is currently still in development. We plan to make the information public once the application is completed.

    The *District Recovery Reporting Portal* includes monthly reporting data for each ARPA-funded project. The *ARPA 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.

    The *OGVP Quickbase database to track Building Blocks grants and their monitoring* application tracks mini-grants recipients and distributed funds. It also tracks monitoring information that Credible Messengers provide based on their attendance at grantee events.

41. Does the OCA track the number of visitors to the https://www.buildingblocks.dc.gov/data website? If so, please provide a breakdown of monthly views for FY23, FY24 and FY25 to date.

    Response: OGVP pulled the following data regarding visitors to its website:

Month	FY23	FY24	FY25
October		268	283
November		221	229
December		218	223
January		397	164
February		343	138
March	59	223	
April	132	286	
May	120	268	
June	115	165	
July	94	228	
August	97	211	
September	159	218	

42. 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.

43. Provide a list of all ongoing programs and current activities administered by OCA in FY25 (i.e. The Lab @ DC, Resilient 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 FY25 to date;
    c) How many years have these programs been in place;
    d) Whether there is a sunset date for the program;
    e) Share OCA program successes to date and describe how you measure success for each program.
    f) What population does the program or activity aim to serve.

    Response:

Program	Purpose/Goal	FY25 Program Budget	FY25 Spending to Date	Years Program Has Operated	Sunset Date	Program Successes	Target Population
OBPM	Leverage data, innovation, and strategic planning to guide the District's investments. OBPM	$4,587,965	$1,274,715	N/A	N/A	Examples are provided in Attachment Q30 – FY24	District Government agencies and DC residents

	formulates the budget and tracks agency performance through regular performance cluster meetings where each agency's key performance indicators and strategic initiatives are reviewed and discussed.					Performance Accountability Report.	
OGVP	Coordinate the Building Blocks DC District-wide public health strategy for gun violence prevention. OGVP ensures coordination and collaboration is taking place across DC Government and holds agencies and offices accountable for their gun violence prevention work.	$1,179,080	$165,315	3 years	N/A	Examples provided in Attachment Q30 – FY24 Performance Accountability Report.	Residents who have been victims or perpetrators of gun violence or reside in communities most impacted by gun violence
GovOps	Ensure effective, innovative, and continuous operation and coordinate District agencies to operate as one government.	$1,151,125	$272,481	10 years	N/A	Streamlined city-wide hiring events, coordinated the development of a new Animal shelter, enhanced DC's business portal, and ensured modernizations and upkeep of District facilities.	District Government agencies
ORE	Strengthen DC Government's	$1,304,613	$396,247	4 years	N/A	Released the Districtwide	DC Government

						Racial Equity Action Plan	and residents
						Conducted 35 instructor-led trainings and trained 1,611 staff and in FY25 Q1, ORE conducted 11 trainings and trained 322 staff for a total of 46 trainings for 1,933 staff.	
						Conducted 19 community engagement events, and in FY25 Q1, ORE conducted 3 community engagement events.	
						Released six tools and guides and the District Racial Equity Dashboard.	
SUI	Ensure a strong urban infrastructure focused on sustainable transportation, sanitation, energy, and environment by coordinating interagency activities, monitoring the completion of	$1,349,839	$462,319	<1 year	N/A	Awarded $12 million in traffic safety grants to District agencies and community groups enhancing Vision Zero goals, conducted	District residents

					over 25 Vision Zero listening sessions to inform next iteration of Strategic Plan, coordinated the continuing maintenance of green infrastructure.	
assigned tasks, and improving service delivery through continuous process evaluation.						

44. 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 38. OCA's oversight of agency operations is implemented through mechanisms similar to those described in the response to Question 38 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.

45. 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 these objectives through the following activities:
- *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.

- *Annual Performance Plans and Reports:* OCA maintains a comprehensive list of all [Performance Plans](#) and [Performance Accountability Reports](#) by agency or by policy area.
  - o 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.
  - o 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 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.

46. 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? Please explain.

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 regarded as having resulted in highly significant improvements to the District's public school system.

47. 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 continuous staff-level communication.

48. Please describe, in detail, the mission and protocols of the Internal Services (IS) division.

    Response: The Internal Services (IS) Division, now Government Operations, ensures effective, innovative, and continuous operations and coordinates across all clusters to operate as one government. The team works collaboratively across the cluster and District Government to ensure it is responding to the needs of District residents, employees, and leadership. Specifically, GovOps oversees the Departments of General Services, Motor Vehicles, For-Hire Vehicles, and Human Resources, and the Offices of the Chief Procurement Officer, the Chief Technology Officer, Risk Management, Labor Relations and Collective Bargaining, and Disability Rights. IS also facilitates coordination with utilities companies on behalf of OCA.

49. How involved is the Internal Services division in coordinating information sharing between agencies?

    Response: IS, now Government Operations (GovOps), facilitates cross-agency coordination and communication by convening and coordinating across District Government to foster more efficient public services. For instance, regarding the implementation of collective bargaining agreements, GovOps helps ensure its cluster agencies – OLRCB, OCTO, and DCHR – work hand in hand with OPRS to implement any payroll changes as a result of successful CBA negotiations. GovOps also supports close collaboration on facilities conditions and space needs, including through twice-weekly DCPS and DGS engagements to discuss HVAC issues, with ongoing coordination between these standing meetings to ensure safe and effective learning environments, and by coordinating decision-making between OCA, DMHHS, DGS, and DHS to facilitate supportive spaces for

residents experiencing homelessness. The GovOps team also hosts a monthly coordination meeting focused on information sharing and operational efficiencies. This meeting includes nearly 600 operations and human resources personnel to share best practices and align efforts with a goal of improving interagency communication. The result is a more unified and responsive city government.

50. In last year's pre-hearing responses, OCA indicated that they would create a circulate an employee survey, designed to get feedback from DC employees on how well services and resources are delivered from OCA to agencies. Was the survey circulated? How is that process proceeding?

   Response: In prior hearings, City Administrator Donahue has expressed interest in developing more opportunities to solicit feedback from customers about their experiences with District Government, which OCA could utilize to improve District agencies' performance. This work has evolved into several projects:
   - OCA is developing an inventory of District agency programs. Once completed, this inventory will connect with the performance management system to provide a clear picture of which programs are successfully supporting the public.
      o The inventory will also help identify overlapping programs.
   - In FY2024, the OCA worked with OUC to conduct a short "call back" survey for 311 customers. Over the summer, OUC 311 call takers called back residents with a recently completed service request to learn more about their experience.
      o OUC conducted 1,205 callbacks and received 341 survey responses (a 28.3% success rate). Of those surveyed, 65% of residents gave a 4 or 5 in answer to the question: "*On a scale of 1 (very dissatisfied) to 5 (very satisfied), how satisfied were you with the overall response to your service request?*"
   - OCA is working to identify efficiencies and savings while creating program implementation strategies and recommendations.

51. Has OCA conducted an internal evaluation of the IS division? If not, is a comprehensive review planned for FY25?

   Response: Although no formal evaluation has been conducted, OCA is continuously monitoring all of its operations to ensure they are efficiently and effectively delivering on the Mayor's priorities and meeting the needs of District agencies, employees and residents. As a division within OCA, IS, now Government Operations, remains in constant communication with the City Administrator and OCA staff to ensure transparency on and oversight of operations, communications, budget, and policy decisions.

   Government Operations oversees a variety of agencies with public-facing and internal-facing roles. For instance, DGS builds, maintains, and sustains the District's built environment. The Government Operations team facilitates cross-sector collaboration (*e.g.*, between DCPS and DGS) to ensure effective operations of our learning spaces. In Q1 FY25, the Government Operations team coordinated efforts between DGS, DOB, and DMHHS to ensure the Aston non-congregate shelter could open and serve residents experiencing homelessness. Government Operations is supporting a whole-of-government approach to Artificial Intelligence (AI), ensuring OCTO is well-prepared to

manage AI policy across District Government and that DCHR is prepared to responsibly leverage the potential of AI to advance the District's workforce.

The Government Operations team works with its agencies to improve services to residents, visitors, and businesses. The team is working with OCP to address system-level improvements and facilitate better processes for the agency in addition to supporting trainings and workshops for the vendor community, demonstrating a shared commitment to expanding access and delivering critical procurement guidance. Expanding beyond traditional government agencies, the team coordinates with utility companies on behalf of OCA. The team is engaged with utilities to support the resolution of resident challenges and ensure broad alignment on administration goals and priorities.

52. The Office of Budget and Performance Management (OBPM) relies on CapSTATs to monitor agency performance and facilitate effective implementation of mayoral policies. Please provide the following information about CapSTAT:
    a) Number of FTEs that work on CapSTAT tasks;
    b) The number of agencies that provide data toward the development of CapSTAT materials;
    c) The number of CapSTAT reports undertaken in FY23 and FY24;
    d) The number of CapSTAT reports completed in FY23 and FY24;

    Response:
    a. 6 FTEs work on CapSTAT preparation in the OCA. The Performance Team manages CapSTAT preparation in addition to overseeing the agency performance planning process.
    b. Over the course of the year, nearly all agencies participate in the CapSTAT process, by providing data and materials, subject matter expertise, and recommendations on potential improvements to programs and processes.
    c. 21 CapSTAT meetings undertaken in FY24 and 19 in FY23.
    d. 18 CapSTAT meetings held in FY24 and 16 in FY23. Meetings were canceled if resolutions were found before the meeting or due to time pressures.

53. Are CapSTAT reports or materials generated since FY17 available to the public? Please provide the committee with all reports or materials generated from FY17 to present.

    Response: CapSTAT materials are generally not public as they contain deliberative discussions and may include personally identifiable information.

54. Please list all funding sources of the Lab @ DC, including charitable and philanthropic sources, and specify the time period of the award received, if applicable.

    Response: The Lab @ DC does not have any outside funding sources.

55. Please provide a list of all agencies with a designated Lab staffer.

    Response: There are no agencies outside OCA with a designated Lab staffer, but agency fellows are a core part of The Lab @ DC model. Fellows are non-OCA agency staff members who

collaborate with The Lab in OCA and conduct similar work to The Lab from within their home agencies. Currently, there are three agency fellows in DDOT, three in MPD, and one in DHS.

56. How does the OCA determine which agencies receive Lab resources?

Response: The Lab originates its official projects from three sources: directives from the Mayor or City Administrator, projects identified through the budget formulation process, and agency requests for assistance.

57. 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.

58. How many complaints of harassment has the OCA received in FY24 and FY25 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: OCA received one bullying complaint; the issue was resolved.

59. 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 follows the procedures for investigating and addressing allegations of sexual harassment required under Mayor's Order 2023-131.

60. Please discuss any changes or improvements made in the OCA's workplace culture in FY24 and FY25 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.

61. Does the OCA exercise any judgment as it relates to financial settlements entered into by the DC government?

Response: OCA provides input and approval on proposed settlements of over $500,000 and proposed settlements involving allegations of misconduct by District Government employees; all other settlements are generally resolved at the agency level.

62. Does the OCA keep track of account balances, revenues and expenditures of the Special Purpose Accounts that are managed in various operating agencies, such as the Department of Employment Services (DOES), Department of Transportation (DDOT), Department of General Services (DGS), DC Water, Department of Housing and Community Development (DHCD) and within the Deputy Mayor of Planning and Economic Development (DMPED)?

    Response: OCFO tracks all account balances, revenues, and expenditures across all fund types; OCA monitors in parallel.

63. Please provide a detailed explanation showing how any outstanding ARPA funds were spent in FY24, indicating the agencies or offices that received funding, and indicate how much money each agency or office received.

    Response: The full ARPA SLFRF balance has been obligated and spent; the remaining balance from FY24 will be spent on MPD officer recruitment and DMPED's Food Access Fund.

64. In the event of a disaster, what would be the source of funding used to fund recovery efforts? What role would the OCA play in coordinating those efforts?

    Response: In cases of emergencies, the District could utilize the Emergency Reserve and Contingency Cash Reserve. OCA would work with the OCFO and the responding agencies to disburse money from these two funds. We would also seek any federal reimbursements, if eligible.

65. What is the OCA's role in the continued operation of the Office of Gun Violence Prevention?

    Response: Since its inception in January 2022, OGVP has been part of the OCA. The OGVP staff report directly to the OCA chief of staff so that work is monitored and remains on track.

66. Given the uptick in violent crime during this calendar year, how does the OCA plan to modify its efforts to restore the progress against violence crime made in FY24?

    Response: It is important to note that violent crime is down 29% so far this year and overall crime is down 12%. Specifically, assaults with a dangerous weapons are down 31%, robberies are down 29%, sex abuse cases are down 70%, and property crimes are down 9%.