Office of the City Administrator FY2017

▼ FY2017 Performance Accountability Report

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

▼ Mission

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

▼ Summary of Services

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

▼ FY17 Top Accomplishments

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

The District's 311 service is a central touch point for residents engaging the government. Building on the challenges identified in FY16, a monthly working group was established by OCA with the agency stakeholders to offer stewardship to the process improvement projects for 311.	all calls within 90 seconds; in FY16, OUC was only able to answer approximately 52% of calls within the 90 second service level agreement. As a result, resident waited less time on the line, and fewer calls were abandoned. In FY17, less than 5% of all incoming calls were abandoned by residents; in FY16, more than 14% of calls were abandoned. In addition, the implementation of the Resident Satisfaction Survey in the closure email for each service request has provided residents with an opportunity to provide feedback to agencies on the services received.	During FY17, OCA worked with OUC and the 311 working group to implement changes and improve the residents experience with 311: -OUC hired 30 LEAP participants for the 311 call line -Launched a new website and app -New ways to submit a service request: chat with a live agent and text to 311 -Launched a resident satisfaction survey
The Lab @ DC partnered with MPD to design and implement a randomized controlled trial (RCT) to examine the effects of MPD's bodyworn camera (BWC) program on police-citizen interactions. Over 2,220 MPD members participated in the study, making this study the largest RCT examining the effects of BWCs to date. The full study report is available at bwc.thelab.dc.gov/results. The Lab hosted a first-of-its-kind Form-a-Palooza in July 2017. Similar to a hackathon, it brought together District agencies, as well as 100 residents and stakeholders, to systematically improve five District forms (DMV's Driver License and Identification Card Application, DCRA's Basic Business License, DDS's Disability Services Intake Application, DOEE's Lead Disclosure Form, and DHS's Temporary Assistance for Needy Families Job Search Log) through guided facilitation. Revisions on all five forms were completed and released in early October (visible at bit.ly/DCformreveal) and have since been put into use by their respective agencies.	The study has re-calibrated the expectations of both MPD and police departments across the country, and has shown the benefits of incorporating an evidenced-based policy lab inside government. The success of Form-a-Palooza has helped OCA meet the Mayor's priority to "take the DC government customer service experience to the next level." First, the event itself gave residents an opportunity to directly engage with their local government. It held up the reputation of OCA and DC government broadly as transparent and accessible. Second, the form revision process positively grew OCA's relationship with the 5 agencies whose forms were part of the event - DMV, DCRA, DHS, DOEE, DDS - highlighting that OCA is an ally and resource to agencies.	District Residents now have objective and transparent evidence to inform their understanding of the role of BWCs in policing. Forms are at the heart of how residents and businesses interact with their government. Confusing forms can cause annoyance, waste time, and prompt errors. They can even prevent a user from completing the form at all. Each of the 5 forms revised by The Lab has substantially improved customer service in a number of ways - 1) giving valuable time back to families caring for intellectual disabled persons, 2) providing better information about lead hazards for prospective renters, 3) streamlining the process to secure a business license, 4) integrating the feedback of TANF customers into their job search logs; and 5) utilizing plain language for those seeking a driver's license.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities
2	Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management and innovation
3	Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources

4	Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure
5	Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives
6	Create and maintain a highly efficient, transparent and responsive District government.**

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
1 - Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities (2 Measures)									
Percentage of fiscal year key performance indicators either fully or partially achieved	Annually	88%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	75%	Unmet	DC agencies set ambitious targets for FY17 KPIs as they sought to better serve residents.
Percentage of fiscal year agency initiatives either fully or partially achieved	Annually	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90%	Nearly Met	DC agencies set an ambitious number of initiatives to achieve in FY17.
2 - Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management and innovation (5 Measures)									
Percent of District agencies completing a fiscal year performance plan	Annually	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of District agencies participating in the performance management program completed training	Annually	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96%	Met	
Share of randomized controlled trials that produced evidence leading to program improvments	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Share of process improvement projects completed that demonstrated performance improvement	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Share of CapSTATs that led to the development of new initiatives or measurable improvements in performance	Quarterly	100%	100%	100%	100%	100%	100%	Met	
3 - Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources (1 Measure)									

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017	Status	
Number of projects undertaken to examine efficiency of spending	Annually	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3	Unmet	Examining project efficiency is an everyday aspect of the OCA budget team's work. In addition to these everyday duties, OCA was able to conduct three discrete projects examining efficiency in support of the Homeward DC program, DCAS, and the District's space lease portfolio.
4 - Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure (1 Measure)									
Number of procurements initiated for new P3 projects	Quarterly	3	1	1	1	0	3	Met	
5 - Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives (5 Measures)									
Percent of collective bargaining agreements successfully negotiated through the bargaining process	Annually	90	Annual Measure	Annual Measure	Annual Measure	Annual Measure	57	Unmet	A variety of outcomes are possible with collective bargaining negotiations. OCA is reexamining how this measure is calculated and will revise this measure to more accurately reflect performance in FY18.
Percent of grievance cases successfully mediated before a third party	Annually	50	Annual Measure	Annual Measure	Annual Measure	Annual Measure	67	Met	
Percent of grievance cases successfully litigated before the Public Employee Relations Board	Annually	55	Annual Measure	Annual Measure	Annual Measure	Annual Measure	61	Met	
Percent of collective bargaining agreements referred to third party arbitrators that are ruled in DC government's favor	Annually	65	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0	Unmet	There was only one agreement referred to third party arbitrators.
Percent of collective bargaining agreements referred to a third party arbitrator	Annually	10	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3	Met	

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

🔽 2017 Workload Measures

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

Total number of CapStat meetings held	Quarterly	3	4	4	4	15

2 - Performance Management & Strategic Planning (1 Measure)

Number of cluster meetings held to review progress on FY annual performance plans	Quarterly	7	5	1	0	13

3 - Office of Budget and Finance (1 Measure)

Number of reprogrammings processed	Quarterly	113	58	61	146	378

4 - Public Private Partnerships (1 Measure)

Number of meetings with impacted ANC's held	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	23

5 - Collective Bargaining (5 Measures)

Total number of non-compensation collective bargaining agreements currently under negotiation	Quarterly	14	15	20	15	15
Total compensation collective bargaining agreements currently under negotiation	Quarterly	14	12	15	12	12
Total number of compensation agreements within DC government	Quarterly	22	22	22	22	22
Total number of non-compensation agreements within DC government	Quarterly	41	44	45	44	44
Number of grievance cases referred to OLRCB	Quarterly	13	14	12	6	45

5 - Training (1 Measure)

Total number of employees trained in labor relations and collective bargaining	Quarterly	73	134	19	18	244

6 - Agency Operations (1 Measure)

Number of annual multiagency and cross cluster projects coordinated by OCA	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22

2017 Strategic Initiatives

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

			improving and measuring customer care. OCA also conducted independent research of such practices and initiatives used by other organizations and institutions outside of District government. From this work, OCA developed a draft project plan to guide a comprehensive Customer Care Initiative. OCA also convened a cross-agency Customer Care working group to inform, develop, launch and lead projects identified through research and discussion in FY18.	
Collect information on current customer service in DC gov't as well as best pratices	OCA will survey agencies to determine customer service information, data, practices, and staffing levels currently in place. OCA will also research and benchmark best practices from other jurisdictions and the federal government.	Complete		
Development and measurement of new city-wide standards for customer service	OCA will create new city-wide standards for customer service through a multi-agency collaboration, to include annual re-assessment. This will include the development of 3-4 city-wide standards that could apply to all agencies. OCA will also test newly created city-wide standards through methods such as calling back customers and mystery shopping.	Complete	In FY17, OCA developed a set of standard core business function KPIs, including those focused on customer experience and customer service delivery. In FY18, OCA will work with ten agencies to pilot and internally measure the customer experience measures. Additionally, OCA developed a framework for an adaptable approach to improving customer care across District government, including suggested standards. This framework will be refined through FY18 by the cross-agency Customer Care working group, and OCA will launch the framework in FY18.	
Streamline the hiring process	OCA will work with DCHR to develop methods to streamline and simplify the hiring process in DC. The team will meet and develop specific proposals to reduce the hiring time by March 2017 and begin implementing new initiatives in the summer of 2017.	75-99%	DCHR established a team of Lean Six Sigma certified staff to review the processes around recruiting and filling positions, and relevant Human Resources policies. In FY17, DCHR examined the amount of time dedicated to each step of the hiring and recruitment process and potential ways to improve and operationalize the improvements. Key accomplishments include internal stakeholder meetings on service delivery impacts, continued process reviews for the full-cycle of hiring process, and meetings with agencies to develop a best practice road map.	FY17 comprised a data gathering period, creating process maps for hiring, which vary based on hiring agency. By the mid-point of FY18, we expect action plans to be in place to realize some efficiency and

				improvement.
Develop and utilize data to drive improvements in the procurement processes	OCA will collaborate with OCP to design tracking mechanism for key procurement issues such as contracts requiring retroactive approval and cancelled solicitations. In addition, OCA will with OCP to launch a dashboard to measure and improve procurement health.	Complete	OCP created and began using a District-wide dashboard that provides insight on key activities related to the District's procurement health, including workload balance and staffing, execution of milestone plans for each acquisition, cancelled solicitations, and matters before the Contract Appeals Board.	
Research the possibility of increasing workforce-specific engagement programs in DC	OCA will research workforce-specific engagement programs, e.g. Department of Public Works' adult education program, and examine the feasibility to replicate these programs in other agencies. OCA will make a proposal as to how and where to expand the programs in FY 2018.	Complete	The DC Department of Human Resources refreshed their learning and development classes and will work to market those resources more broadly so that current employees are leveraging basic technical literacy skills. With this, the District will increase transferrable skills that will serve as a benefit to both employees and the District alike.	
Grants Management (2 Strategic initiatives)				
Grants Management Policies and Procedures Manual	During FY 17, the Division of Grants Management will create and publish a District-Wide Grants Management Policies and Procedures Manual. The purpose of the Grants Management Policies and Procedures manual is to strengthen the grants management practices of the District to provide employees and other interested parties with an accessible source of information regarding the grant policies and procedures for the District of Columbia. The manual will serve as a training resource for new and current employees whose job duties involve grant writing or grant management. This manual will limit the District's exposure to grant related legal liabilities, and improve the efficiency and impact of programs and services funded through grants. The manual is expected to be released by September 30, 2017.	50-74%	We are currently working with the Grants Management Advisory Council, OCFO and the Office of Partnerships and Grants to thru different sections of the policies and procedures manual.	This item has been marked as an initiative for FY 2018. We need more resources and interagency collaboration to complete this item.
Single Audit Remediation	To help ensure that the District government carries out its responsibilities in the Single Audit process in a timely and comprehensive manner and to help prevent the recurrence of single audit findings, the Division of Grants Management will establish a Single Audit Committee and Sourcebook during FY 17. The Single Audit Committee will meet throughout the Single Audit process to ensure that information is provided to the auditor in a timely and comprehensive manner. The committee will also conduct a comprehensive analysis of each reported finding and will review corrective action plans submitted by the agencies. As necessary, progress meetings will be scheduled with agencies throughout the year to ensure that the remediation plans are being	Complete	All agencies have completed Single Audit Remediation Plans and submitted them in Quickbase. We are currently ramping up for the FY 17 Single Audit and plan to release the Single Audit Sourcebook to agencies at the beginning of the calendar year.	

implemented in a timely manner and to help proactively identify and resolve issues which may threaten timely resolution of findings. The Single Audit Sourcebook will outline roles and responsibilities in the Single Audit Process and also provide information and guidance on the Single Audit Remediation Process.

OFFICE OF PERFORMANCE MANAGEMENT (10 Strategic initiatives)

Implement The Lab @ DC	The Lab @ DC will provide capacity to: (1) translate evidence from academic and private research into concrete policy and program interventions; (2) connect, analyze, and make open administrative data; and (3) conduct high-quality evaluations—including randomized evaluations and rapid, iterative experimentation—to continually test and improve policy.	Complete	The Lab@DC has been successfully launched, and over the course of FY17 maintained 37 projects in their portfolio (at various stages of completion), and boasts a rapidly growing public presence (2,000 e-news subscribers, 1,200 Twitter followers, launched a website, 24 public guest speaker events).	
Develop a research data sandbox	The RDS is a strategy, closely aligned with the District's Data Policy, to unlock the District's administrative data for purposes of evidence and evaluation activities, with two core components. The first, to be executed in partnership with the Office of the Chief Technology Officer (OCTO), is technological: to explore the creation of a secured data warehouse wherein agencies can upload their data, such that credentialed researchers can efficiently access and use the data for designated purposes. The second, also with OCTO, is procedural: work on the development and approval of a standardized process for agencies to upload data, and for researchers to gain access privileges.	0-24%	The research data sandbox initiative was reconsidered as a strategic initiative. Instead several tools were developed to facilitate research data sharing within District government. The tools developed include a secure uploading environment used by OCA and MPD as well as a shared secure computing environment used by The Lab.	The research data sandbox initiative was reconsidered as a strategic initiative. Instead several tools were developed to facilitate research data sharing within District government.
Create a SuperPublic space in DC.	A SuperPublic space is a place where local and federal government can come together with private, non-profit and academic entities to solve challenges through open-innovation. The concept was first created in Paris and brought to the US by the GSA with the first SuperPublic site in San Francisco. Fin FY 17, OCA will partner with OCTO and GSA to create a SuperPublic space in DC and develop three focus areas for work on.	0-24%	OCA had periodic conversations with The Civic Innovate Foundation (CIF) about establishing a SuperPublic site in DC. CIF's proposal shifted to a more narrow focus on autonomous vehicles and a joint application to a third party for funding. Given this shift, this project was not completed.	A shift in focus by the partner organization, The Civic Innovate Foundation (CIF), prevented further development. We do not plan to continue pursuing this initiative.
			The Lab @ DC currently has two Pre-	

Pilot a new open science-open government framework.	The OCA is committed to applying the highest scientific standards to its evidence and evaluation projects. This includes implementing procedures to pre-register and peer-review how key empirical projects will be designed and analyzed. Such procedures can improve the quality of the work by incorporating feedback in advance as well as enhance transparency and accountability by providing a clear, public window into what we seek to learn, how we will learn it, and what the obtained data will—and will not—be able to tell us. We will also pilot a new method of engaging the input and wisdom of residents in this process. In particular, OCA scientists will present their planned work at public forums in order to answer questions and solicit feedback on, for example, what type of data or information would be most useful in informing their preferences for policy or program choices.	Complete	Analysis Plans(PAP) registered on OCA's Open Science Framework (OSF) page and will have several more added throughout the quarter. The drafting and review of PAP's is included in SOP for all Lab projects and in standard language in OCA's data use agreements with agencies. Lab staff members have conducted multiple public events to discuss the PAP for the evaluation of MPD's Body Worn Cameras program, before any analyses had been conducted or reported; possibly a first for any municipal government.	
Formpalooza	Individuals and firms interact with their government by way of forms—paper and online documents that serve as portals to applying for benefits, securing permits, filing complaints, paying tickets, and countless other activities. A form that is difficult to use can cause annoyance, waste time, and prompt errors, which collectively undermine the quality of customer service. The OCA will coordinate a "Form-A-Palooza," wherein we use insights from the behavioral sciences and rapid A/B testing to systematically improve the quality of District form processes. A set of the highest priority forms will be selected in the opening year and targeted for improvement.	Complete	The Lab hosted a first-of-its-kind Form-a-Palooza in July 2017. Similar to a hackathon, it brought together District agencies, as well as 100 residents and stakeholders, to systematically improve five District forms (DMV's Driver License and Identification Card Application, DCRA's Basic Business License, DDS's Disability Services Intake Application, DOEE's Lead Disclosure Form, and DHS's Temporary Assistance for Needy Families Job Search Log) through guided facilitation.	
Consolidated Survey Platform	The OCA will spearhead creation of a centralized survey platform, which will empower improvements in customer service by more efficiently and effectively soliciting feedback from residents. The platform would be delivered by a singularly marketed website and mobile device application, as well as through a survey team that will go door-to-door to make the online portal accessible to those unlikely to use the website or mobile app. Residents will have a streamlined and easy user experience, wherein they are periodically asked for feedback on a range of topics, such as the quality of customer service during a recent government transaction. The investment in a consolidated platform, with dedicated survey team, will achieve substantial cost savings, increase the quality of the information collected, and empower entirely new types of data	25-49%	We submitted a Consolidated Survey Platform (CSP) proposal to the Bloomberg Philanthropies 2017 Mayors Challenge. The Mayors Challenge provides funding to cities that seek to use innovative ways to tackle urgent problems. We expect to hear back from Bloomberg Philanthropies in January 2018 whether or not DC is one of 35 Champion Cities that will receive up to $100,000 to pilot their idea. In the meantime, we continue to engage with other jurisdictions and survey researchers in order to gain insight from their experiences. We also	The project lead joined the team three months into the fiscal year. Scoping the project, to include identifying alternatives for developing and funding the CSP, consumed the remainder of the fiscal year. The anticipated

	collection.		continue to refine the alternatives for developing and funding the key elements of the CSP, including survey development, survey delivery, and data management.	completion date for the CSP pilot is September 2018 and June 2019 for the full CSP.
Design a centralized online portal for public space rental across District Agencies	The Office of Performance Management (OPM) will oversee the creation of a centralized online portal for public space rental across District agencies. In addition to the new, online portal, a set of standardized public space utilization policies and procedures for key district agencies will be developed. OPM and agency stakeholders will develop the policies. The Deputy Mayor for Education (DME) will chair an external advisory committee (composition TBD) to review the newly developed policies; committee members will be those intimately involved in public space rental (e.g. District agency staff, users of school facilities, recreation centers, etc.). Improving the District's public space utilization policies and procedures and introducing a new, more user-friendly online rental portal will result in better customer service for residents and visitors. Additionally, new policies will promote the optimization of space and its equitable use. DME, OCTO, DPR, DCPS, and DCPL will be significant partners in the project.	50-74%	The Office of the City Administrator supported DPR in its successful roll-out of an online permitting system, RecTrac. Additionally, in coordination with the Office of the Deputy Mayor for Education, OCA established an Advisory Group to solicit input from key public space users, e.g. school facility and field users, recreation center users, library users, and others with an interest in the community' use of pubic space use.	The business process and policy review is ongoing and will roll over into FY18, supported by the Advisory Group.
Mayor's Dashboard Re-Design	In FY17, the Office of Performance Management (OPM) will complete a redesign of the Mayor's weekly dashboard. The new design will be updated to current design standards, and will present data in a cleaner, simpler format for consumption by the Mayor, City Administrator and senior staff.	Complete	The Mayor's dashboard has been redesigned both aesthetically and in terms of content and user experience. OCA continues to sensitize cabinet members and Deputy Mayor's on the features of the new dashboard. The next phase will be to launch an iterative version of the dashboard early in 2018.	
Develop a scorecard for vendors in the District of Columbia's workforce system	In FY17, the Office of Performance Management (OPM) will work with District agencies and the WIC (Workforce Investment Council) to develop a scorecard for vendors in the District's workforce system. This online scorecard, which is required by the Workforce Innovation and Opportunity Act (WIOA), will allow District residents to choose workforce vendors that meet their unique needs; District agencies to measure the performance and quality of workforce vendors; and the District as a whole to better allocate resources in the workforce system.	25-49%	OCA held two Cap stat Meetings with various DC government stakeholders regarding the creation of a "vendor scorecard".	Unfortunately, the meetings uncovered numerous challenges with various stakeholders challenging the feasibility of creating a true method for rating vendors of various government services. OCA

				will continue to engage the stakeholders over the coming calendar year.
311 System Improvements	OCA will work with agencies such as OUC, DDOT, DPW, DMV and DCRA to improve communications from 311 to customers in order to be more accurate and responsive, examine and re-engineer business processes to streamline agency services and service requests through 311, add key customer facing agencies to 311, such as the Department of Consumer and Regulatory Affairs, to 311 in FY 17.	Complete	A monthly working group was established with the agency stakeholders to offer stewardship to the process improvement projects for 311 identified in FY16. While significant process has been made in this arena, OCA will continue to host 311 working group sessions in FY18 and has plans to host at least one 31 CapSTAT in FY18.	

OFFICE OF PUBLIC PRIVATE PARTNERSHIPS (2 Strategic initiatives)

Full implementation of the P3 Office	DC OP3's first full year will see the approval of our Rules, the selection of pools of expert advisors and the finalization of the procurement process for the first round of public-private partnerships here in the District.	Complete	The office is setup.	
Phase One of Major P3 Project Procurements	DC OP3 will complete the first phases of project development of major infrastructure projects including Street Lighting Modernization, the Daly Building Renovation and a Corrections Center. DC OP3 will also be rolling-out our larger pipeline of possible projects for the P3 method. This project pipeline will include projects across the social infrastructure spectrum and in all part of the District.	Complete	OP3 completed the first phases of two projects Street Lighting Modernization, the Daly Building Renovation and a Corrections Center.	

Resilient Cities (1 Strategic Initiative)

Create a comprehensive, city-wide resilience strategy for the District	In FY 17, the Office of the City Administrator will lead the development of a city-wide resilience strategy that integrates, supports and supplements established District plans to produce a holistic roadmap for improved urban resilience. The plan will focus on solutions in key areas identified by the District as part of its inclusion in the 100 Resilient Cities global network: terrorism, flooding, infrastructure failure, heatwave, affordable housing shortage, inequity and over-reliance on a single industry. OCA will establish a Chief Resilience Officer to lead the plan development effort and an advisory body of expert stakeholders to provide input. OCA will also develop and hold a major public-engagement forum in FY17 for the purpose of allowing the general public to help set the strategic agenda for the plan. The CRO will work to integrate all input to craft new, supportive action items that focus on interagency and cross-sector approaches.	25-49%	OCA held an Agenda-Setting Workshop with 100+ stakeholders to help set the strategic agenda for Resilient DC. Subsequently, on August 7th, 2017, OCA established a Chief Resilience Officer ("CRO"), reporting to the City Administrator, to guide the development of a Resilient DC Strategy. Finally, during the fourth quarter of FY17, the CRO convened a meeting of the Mayor's Resilience Cabinet to formerly kick off the development of the Resilient DC Strategy.	The Chief Resilience Officer ("CRO") was hired in Q4 of FY17 and the Mayor's Resilience Cabinet subsequently kicked-off the development of the Resilient DC Strategy to be completed in FY18.