

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



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



# Office of the City Administrator FY2020

**Agency** Office of the City Administrator

**Agency Code** AEO

**Fiscal Year** 2020

**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 increasing 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 District's performance management activity and organizes multi-agency accountability sessions with the Mayor. OCA includes the Office of Budget and Performance Management (OBPM); Internal Services (IS); The Lab@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.

## 2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Standing up and leading the District's Mission Support and Modified Government Operations branches in its response to the COVID-19 public health emergency.	Every District emergency response operation, from testing facilities and contact tracing hiring to PPE distribution and school reopening, is fully supported with the necessary staffing, contracts, technology, facilities, and all necessary supplies. This has also meant moving over 60% of the D.C. Government workforce to telework in the first week of the emergency, and closing or modifying hundreds of government services and buildings, as well as managing the process by which these services and spaces safely reopen when appropriate.	For residents this has meant minimizing as much as possible, the disruption to needed services; ensuring that the essential in-person services are safely operated; and ensuring the remaining services have adequate remote alternatives. For residents this has also meant the resourcing of a number of community or private sector activities, such as providing reopening packages of PPE and signage to small businesses and places of worship. It has also meant that residents can confidently access new needed services including free public testing and expanded unemployment insurance.
Balancing the District's Budget During a Recession	Against the backdrop of the public health emergency, and economic impacts of COVID-19, District agencies worked together to develop a budget that promotes health, safety and the well-being of residents.	In just 8 weeks, the Office of Budget and Performance Management overhauled the District's budget to address a \$1.5B revenue loss while still maintaining resources to respond to the COVID-19 pandemic, and making investments in schools and health care.
Finalizing two new hospital agreements to improve health care and address inequalities in health outcomes for District residents.	While battling the pandemic, the OCA convened partner agencies to deliver a more equitable health care system for residents of the District of Columbia.	The two new state-of-the-art hospitals--a 136-bed hospital at St. Elizabeths East in Ward 8, operated by Universal Health Services in conjunction with George Washington University and George Washington Medical Faculty Associates (GWMFA); and a 225-bed Howard University Hospital on Georgia Avenue NW in Ward 1--will build upon their existing and new networks of care to deliver fully integrated systems of care, offering the best in clinical integration, while providing the full range of health care services for DC residents.

## 2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>1 - Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities. (3 Measures)</b>												
Percent of fiscal year agency initiatives (for all *mayoral agencies) either fully or partially achieved	Annually	90%	77.6%	89.7%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of fiscal year key performance indicators (for all mayoral agencies) either fully or partially achieved	Annually	75%	76.3%	78.1%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	75%	Nearly Met	In FY20, the District was required to reprioritize resources to focus on addressing the public health emergency, which largely impacted the agencies' ability to meet all KPI targets.
Percent of initiatives implemented as described in the Resilient DC strategy	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	16.2%	25%	Waiting on Data	Waiting on Data	21.4%	New in 2020	
<b>2 - Advance efficient and effective government by promoting innovation and continuous improvements to programs and services through: using data to target the District's resources; involving users in the design process; embedding rigorous evaluation; and implementing accountability through performance management practices. (8 Measures)</b>												
Percent of mayoral agencies completing a fiscal year performance plan	Annually	100%	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of mayoral agencies participating in the annual performance training	Annually	96.2%	90.4%	88.6%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	81.82%	Unmet	In FY20, many agencies shifted focus to the public health emergency response efforts, which impacted the number of agencies that were able to attend the annual training.
Percent of all current core business measures (for all mayoral agencies) with data reported	Annually	New in 2019	New in 2019	33.1%	60%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80%	Met	
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	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	53.3%	50%	53.1%	60.6%	54.3%	New in 2020	
Percent of new projects posted on the Lab's website that serve low-income communities or populations	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	100%	100%	100%	100%	100%	New in 2020	
Percent of the 25 largest (based on budget size) DC agencies that have one or more Lab agency fellows	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	12%	8%	8%	8%	9%	New in 2020	
Percent of projects that include at least 2 in-person community engagement events prior to finalizing technical work	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	30%	18.8%	34.4%	33.3%	29.1%	New in 2020	
Percent of projects that result in a follow-up project serving a similar policy area or population	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	18.18%	New in 2020	
<b>3 - Advance efficient and effective DC government services by developing a priority driven budget process informed by scientific research and performance management practices. (1 Measure)</b>												

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of eligible projects in the Mayor's proposed Capital Improvement Plan that were sent to the Investment Review Board for review	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96%	New in 2020	

## 2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>1 - Grants Management (3 Measures)</b>							
Number of repeat Single Audit Findings	13	13	Annual Measure	Annual Measure	Annual Measure	Annual Measure	13
Number of Single Audit Findings	17	17	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25
Total Amount of Federal Grant Dollars Allocated/Budgeted	4,019,676,002	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
<b>2 - CapSTAT (2 Measures)</b>							
Number of CapSTAT meetings held	7	8	1	0	0	1	2
Number of recommendations made within the fiscal year	New in 2019	51	14	0	0	15	29
<b>2 - Performance Management and Strategic Planning (4 Measures)</b>							
Number of agencies that send a representative to the annual OBPM training on performance management	60	48	Annual Measure	Annual Measure	Annual Measure	Annual Measure	35
Number of cluster meetings held to review progress on fiscal year annual performance plans	9	6	0	0	0	0	0
Number of mayoral agencies or offices participating in performance plans	52	51	Annual Measure	Annual Measure	Annual Measure	Annual Measure	52
Number of independent (non-mayoral) agencies or offices participating in performance plans	22	25	Annual Measure	Annual Measure	Annual Measure	Annual Measure	26
<b>2 - The Lab@DC (8 Measures)</b>							
Number of new projects posted on the Lab's website that serve low-income communities or populations	New in 2020	New in 2020	4	5	5	5	19
Number of applied analytics projects completed	6	8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
Number of New Administrative Data Analyses Posted on the Lab's website in this fiscal year	New in 2020	New in 2020	1	5	5	1	12
Number of New Predictive Modeling Projects Posted on the Lab's website in this fiscal year	New in 2020	New in 2020	Semi-Annual Measure	Semi-Annual Measure	Semi-Annual Measure	Semi-Annual Measure	1
Number of Rapid Randomized Control Trials completed	8	5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	7
Number of New Randomized Evaluations Posted on the Lab's website in this fiscal year	New in 2020	New in 2020	2	1	1	2	6
Number of New User-Centered Design Projects Posted on the Lab's website in this fiscal year	New in 2020	New in 2020	1	2	2	1	6
Number of Randomized Control Trials completed	4	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
<b>3 - Budget Formulation and Execution (5 Measures)</b>							
Number of investments reviewed by the Investment Review Boards	New in 2019	116	304	No applicable incidents	No applicable incidents	No applicable incidents	304
Number of eligible projects in the Mayor's proposed Capital Improvement Plan that did not go through the Investment Review Board	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11
Number of Investment Review Board meeting hours	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	45.5

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
Number of budget engagement forums hosted	3	3	No applicable incidents	3	No applicable incidents	No applicable incidents	3
Number of investments approved by the Investment Review Boards	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	241

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities. (4 Activities)</b>			
OFFICE OF AGENCY OPERATIONS	Agency Operations	Provides support to the City Administrator and District agencies in the areas of management and policy.	Daily Service
INTERNAL SERVICES	Internal Services	Empowers Internal Services Cluster agencies with the tools, technology, facilities, talent, and confidence to focus on the efficient delivery of programs and services.	Daily Service
INTERNAL SERVICES	Grants Management	Provides guidance on grants management in the District of Columbia and is tasked with fostering collaboration among agencies who receive federal grant funds. The team develops and maintains grants management policies and procedures and provides training opportunities for D.C. Government grants managers.	Daily Service
RESILIENT DC	Resilient DC	Manages the coordinated implementation of the Mayor's citywide resilience strategy – Resilient DC: A Strategy to Thrive in the Face of Change.	Key Project
<b>2 - Advance efficient and effective government by promoting innovation and continuous improvements to programs and services through: using data to target the District's resources; involving users in the design process; embedding rigorous evaluation; and implementing accountability through performance management practices. (3 Activities)</b>			
OFFICE OF BUDGET AND PERFORMANCE MANAGEMENT	CapSTAT	CapSTAT projects take a data driven, collaborative approach to address important issues facing the District, by developing recommendations to improve programs and services in an effort to increase government efficiency.	Daily Service
OFFICE OF BUDGET AND PERFORMANCE MANAGEMENT	The Lab@DC	The Lab uses scientific insights and methods to test and improve policies and provide timely, relevant, and high-quality analysis to inform the District's most important decisions. Research teams provide additional capacity to agencies to run Randomized Control Trials, rapid Randomized Control Trials, and applied analytics projects.	Daily Service
OFFICE OF BUDGET AND PERFORMANCE MANAGEMENT	Performance Management and Strategic Planning	The Office of Performance Management works with agencies and Deputy Mayors to develop specific initiatives that achieve progress towards meeting the Mayor's goals and agency objectives. OBPM also produces a bi-weekly dashboard of key data trends for the Mayor to inform policy decisions and gauge progress on meeting these goals and initiatives.	Daily Service
<b>3 - Advance efficient and effective DC government services by developing a priority driven budget process informed by scientific research and performance management practices. (1 Activity)</b>			
OFFICE OF BUDGET AND PERFORMANCE MANAGEMENT	Budget Formulation and Execution	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.	Daily Service

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Agency Operations (1 Strategic Initiative)</b>				
Finalize new St Elizabeth's hospital agreement with partner agencies.	OCA will convene relevant agencies to complete an agreement for a new hospital at St. Elizabeths.	Complete	In July, both agreements for the hospitals at St. Elizabeths East and Howard University Hospital were approved by the D.C. Council and signed into law by Mayor Bowser.	
<b>Budget Formulation and Execution (1 Strategic Initiative)</b>				
Integrate Investment Review Boards	For the FY21 budget process, OBPM will convene three Investment Review Boards (IRBs) comprised of senior experts from across District government. The Information Technology IRB, Facilities Project IRB, and Fleet and Infrastructure IRB will review all capital projects with funding requested or allocated for FY2021 –2026 and provide their feedback to OBPM on the projects' overall business case and quality of project plan.	Complete	OBPM successfully convened three Investment Review Boards during this budget cycle to cover Information Technology, Facilities and Fleet & Infrastructure projects in the FY21 - 26 CIP. Each of the three groups met multiple times to review and discuss submitted projects, and each formulated a set of recommendations that they presented during special Budget Round Table meetings in December. The most mature and successful group was the Information Technology IRB. OBPM plans to export key aspects of that IRB's successful process into the other two groups, in an effort to improve the quality of their recommendations next year. Starting this spring, OBPM also plans to convene the review boards on an ongoing basis to review the progress and execution of existing projects, providing feedback to OBPM and informing the next request cycle.	
<b>Grants Management (1 Strategic Initiative)</b>				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Federal Grants Management	The Grants Management team within Internal Services will continue its work to improve the District's standing as a federal grantee by focusing on improving findings in the upcoming FY19 Single Audit. In FY20 the team will focus in particular on the Temporary Assistance for Needy Families program at the Department of Human Services and the Unemployment Insurance program at Department of Employment Services. The goal of this increased focus and support is to improve each program's overall audit finding.	Complete	In FY20 Q4, DOES continued to provide training in alignment with its updated SOP. The updated SOP contains procedures in alignment with federal guidance. Additional staff hired in previous quarters (7 in total) are trained in conducting adequate reviews and approvals each month.  In FY20 Q4, the DHS Fiscal Officer and the Accounting Officer continued to perform detailed reviews of the ACF-196R and confirm that it is in agreement with the CFOSolve report prior to submission.  The FY19 Single Audit is on track for completion. To date, there are 25 findings thus far, 13 of which have repeated from the prior year. These numbers may still change once the audit is finalized at the end of October / early November.	
<b>Internal Services (3 Strategic initiatives)</b>				
Labor Agreement Forecast	Through its oversight of the Office of Labor Relations and Collective Bargaining, the Internal Services supports the District in fairly negotiating and maintaining productive relations with unionized labor. In FY20 the team will focus on the development and effective use of a five-year labor agreement forecast. This will allow the District to more systematically carry out its labor relations functions.	50-74%	The Labor Agreement Forecast for OLCRB has been significantly impacted by the health emergency. More specifically, the dramatic reductions in revenue have shifted the purpose of multi-year projections from managing strategic timelines for individual CBAs to managing the District's fiscal approach to labor as a whole given its current lack of adequate funds to pursue previous plans.	
Leasing Strategy	The Internal Services team provides guidance on the District's acquisition and use of space, including leased space, through its oversight of the Department of General Services. In FY20 the team will create and implement a strategy for District leasing and space use, which will include the rollout of a Mayor's Order and administrative guidance, that will improve long-term planning and better target such investment in historically underinvested neighborhoods, especially in Wards 7 and 8.	75-99%	In FY20, Internal Services was able to successfully work with partners to roll out a Mayor's Order directing the prioritization of lease sites east of the river. IS has also begun processing more lease requests through a structured memo review process. What has not been completed is that the guidance for the latter process has still to be documented and generally disseminated to all agencies.	
Coordinated Services	The Internal Services team will oversee the implementation of strategic projects focused on improving access to and delivery of core services within the Internal Services Cluster for client agencies. In FY20 this includes the rollout of a new intranet website, the creation of an operational health dashboard to better monitor core service performance, and the development of a cluster liaison structure to better coordinate client project support amongst Internal Services agencies.	75-99%	The Internal Services team continues to work on all deliverables related to this initiative. Throughout the year even while facing pivoting priorities related to COVID the team completed its website and continued to work on its liaison's structure and utilized it to assist in COVID operations and communications. The IS team will continue to modify and update this liaison structure moving into FY21. In addition, the IS team is strategically identifying both pre and post COVID metrics to add to its operational health dashboard which should begin a socialization process this quarter. It is the cluster's goal to see continued progress on the deliverable in FY21.	
<b>Performance Management and Strategic Planning (4 Strategic initiatives)</b>				
Core Business Measures	In FY20, OBPM will collaborate with Internal Services to improve the reporting of existing core business measures and identify additional measures that demonstrate the overall health of District agencies in key areas.	Complete	OCA performance has published the eight public measures tracked in the areas of financial management, human resources management, contracting and procurement, and IT and FOIA compliance for all agencies under the complete authority of the Executive Office of the Mayor (EOM). These measures are available as an interactive dashboard on the OCA performance plan web page. Additionally, OBPM continually tracks FY20 progress on all internal and public core business measures and makes this information available to agencies via a dashboard on Tableau Server.  As part of the COVID-19 response, many agencies needed to adjust to the unique demands of the COVID-19 environment and think creatively about how to accomplish the overarching goals of their FY20 initiatives given new demands and priorities. In that spirit, Internal Services (IS) and OBPM collaborated on the Mission Support and Modified Government Operations Dashboard, which tracked core agency operations specific to the District's COVID-19 response and the overall health of District government in this unprecedented time. This dashboard is made available to agency directors via PDF and Tableau Server.	
Performance Management Guidance	In FY20, OBPM will update the Performance Management in DC guidance and develop internal and external documentation on the performance management process for District government agencies.	Complete	OBPM has published and distributed external FY21 Performance Planning guidance for agencies to improve the quality of strategic initiatives and performance plan measures; and a standard operating procedure and form for performance plan changes in order to strengthen performance plan internal controls. OBPM has also updated internal guidance related to performance management. As priorities evolve, OBPM will continue to improve internal and external processes and update the Performance Management in DC guidance as needed.	
Performance Management Data	In FY20, OBPM will develop a white paper on options to obtain more real-time data on the performance of District government agencies. This data will inform decision-makers and allow for more targeted efforts to provide agencies with the resources needed to improve or enhance agency performance in the services delivered to the residents and visitors of the District.	50-74%	Due to OBPM's extensive role in the COVID-19 response and other competing short-term priorities, OBPM adjusted their research on more options for accessing real-time data. As a result, OBPM is finalizing a memorandum detailing the ideal technological requirements of a new system or enhancements to the existing system. Once complete, OBPM will use the memorandum as the basis to collaborate with OCTO to explore approaches that meet OBPM's data needs for performance management.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Mayor's Dashboard Revamp	In FY20, OBPM will make improvements to the Mayor's Dashboard to include elements such as new District agency data, summary data highlights, clarifying notes, and an enhanced interactive version.	Complete	<p>In FY20, OBPM transitioned from a paper and online version of the dashboard, and now delivers an interactive version of the Mayor's Dashboard on online only via Tableau Server. Crime, EMS, and 311 data are now all updated daily through live automated connections. The dashboard also includes updates in the areas of homelessness services, MPD sworn strength and fleet availability, and employment. OBPM also added a summary page which includes data highlights for each section of the dashboard. Additionally, OBPM worked diligently with FEMS to adjust and clarify response time calculations to portray FEMS ambulance response times in more appropriate detail.</p> <p>OBPM will continue to make additions to the Mayor's Dashboard to accommodate the needs of senior leadership for data that will help inform their decision making.</p>	
<b>The Lab@DC (3 Strategic initiatives)</b>				
Integrate evidence reviews into budget enhancement request process	Fully integrate evidence reviews into the process for reviewing all qualifying budget enhancements over \$400,000, and incorporate an evaluation plan into at least 3 enhancements in the FY21 budget	Complete	<p>OPBM conducted evidence reviews for all qualifying budget enhancement requests that were presented to the CA for both the initial budget proposal (March) and the revised budget proposal (May).</p> <p>We revised the budget guidance and forms for FY22 to better integrate evidence reviews.</p> <p>Due to constraints in the local budget, proposed enhancements were limited. We are actively pursuing an evaluation associated with one program that received new funds in the FY21 budget.</p>	
Launch Front Door website	In FY 20, The Lab DC will in collaboration with DHCD, DMPED, and OCTO to create the user-friendly website Front Door. Front Door website will allow current and prospective homeowners with determining which homeowner assistance programs they may be eligible for; providing plain language descriptions about those programs; and making application materials easily accessible.	50-74%	OBPM has developed 60% of the website content and an alternative plan for low-cost web development. Progress on this initiative was delayed substantially by the COVID-19 pandemic, which necessarily pulled staff and resources away from it. This initiative will be rolled over to FY21.	Progress on this initiative was delayed substantially by the COVID-19 pandemic, which necessarily pulled staff and resources away from it. This initiative will be rolled over to FY21.
Data Governance	In FY20, OCTO and OCA will collaborate to (a) Establish full encryption of the Jupyterhub within the Data Lake, ensuring that data is encrypted when stored, transferred, and analyzed; (b) Migrate at least 75% of The Lab @ DC's Level 3 data to the Data Lake for storage, transfer, and analysis; and (c) Develop a universal data sharing agreement for the District that leverages the Data Lake as one option for secure and legally-compliant data sharing and analysis across the District.	Complete	<ol style="list-style-type: none"> <li>1. Full encryption, with Multi-Factor Authentication using OCTO SecureAuth tool, for both Jupyter Hub and Hue tools has been implemented. The Data Lake is being upgraded to a newer version of the base software for enhanced security, easier authentication for end-users, and better processing tools.</li> <li>2. The addition of new datasets for The Lab is on-going. DCPS Student Attendance project data, Veraset, SafeGraph and Replica mobile device movement data for COVID-19 support and agency call center records are now available in the Data Lake and have been analyzed on the Data Lake. This amounts to over 13 billion records.</li> <li>3. A draft of a universal data sharing agreement that aims to create a multilateral agreement among agencies and organizations has been drafted and has been provided to EOM OGC for feedback. In addition, a Privacy Impact Assessment (PIA) on the Data Lake was completed and awaiting final legal review.</li> </ol>	