

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



Office of the City Administrator

March 6, 2015

The Honorable Phil Mendelson, Chairman
Council of the District of Columbia
1350 Pennsylvania Avenue, NW
Washington, DC 20004

Dear Chairman Mendelson:

By letter dated January 28, 2015, you requested that the Office of the City Administrator (“OCA”) provide responses to a series of questions in preparation for the Committee of the Whole’s March 12, 2015, oversight hearing on the performance of OCA during Fiscal Year 2014 and Fiscal Year 2015 to date.

Answers to these questions have been inserted into the text below or, where indicated, have been provided as an attachment.

If you have any additional questions, or need any additional information, please do not hesitate to contact me at 202-727-7316 or have your staff contact Barry Kreiswirth, General Counsel and Senior Policy Advisor, at 202-615-2091.

Sincerely,

Rashad M. Young
City Administrator

**OFFICE OF THE CITY ADMINISTRATOR
RESPONSES TO PERFORMANCE OVERSIGHT PRE-HEARING QUESTIONS**

1. **Question:** Please provide, as an attachment to your answers, a current organizational chart for your agency with the number of vacant and filled FTE's marked in each box. Include the names of all senior personnel, if applicable. Also include the effective date on the chart.

Response: Please see Attachment A.

2. **Question:** Please provide, as an attachment, a Schedule A for your agency which identifies all employees by title/position, current salary, fringe benefits and program office as of January 26, 2015. The Schedule A also should indicate any vacant positions in the agency. Please do not include social security numbers.

Response: Please see Attachment B.

3. **Question:** Please list all employees detailed to or from your agency, if any. 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: The following employees are currently on detail to OCA:

DETAILED EMPLOYEES					
Employee Name	Detailed From	Detailed To	Reason for Detail	Date of the Detail	Projected Date of Return
Musawwir, Lucian Coleman	Department of General Services	Office of the City Administrator	To assist with performance management and accountability of various District agencies	December 2011	March 31, 2015*
Harris, Magdalene	Department of General Services	Office of the City Administrator	To assist with performance management and accountability of various District agencies	December 2011	March 31, 2015*

**These employees were originally scheduled to return to the Department of General Services in January 2015. Their details were temporarily extended, however, so that the employees could assist in the completion of agency performance accountability reports, support agencies during their performance oversight hearings, and prepare agency performance metrics for the Fiscal Year 2016 proposed budget.*

No employees are currently detailed from OCA to another agency.

4. **Question:** (a) For fiscal year 2014, please list each employee whose salary was \$110,000 or more. For each employee listed provide the name, position title, salary and amount of any overtime and/or bonus pay. (b) For fiscal year 2015, please list each employee whose salary is or was \$110,000 or more. For each employee listed provide the name, position title, salary and amount of any overtime and/or bonus pay as of the date of your response.

Response: Please see the following charts:

SALARIES ABOVE \$110,000			
Fiscal Year 2014			
Employee Name	Position Title	Salary	Overtime and/or Bonus Pay
Lew, Allen	City Administrator	\$295,000	\$0
Graves, Warren	Chief of Staff	198,919	0
Robinson Jr, Anthony D	Director	159,135	0
Campbell, Natasha	Director, LRCSB	154,500	0
Kreiswirth, Barry	Senior Legal Advisor	124,630	0
Levy, Michael	Supervisory Attorney Advisor	124,100	0
Aqui, Dean	Supervisory Attorney Advisor	120,712	0
Bell, Melanie	Management and Program Analysis Officer	116,390	0
Bullock, Repunzelle	Attorney Advisor	114,552	0
Yeung, Sing Chuen	Management and Program Analysis Officer	113,300	0

SALARIES ABOVE \$110,000			
Fiscal Year 2015			
Employee Name	Position Title	Salary	Overtime and/or Bonus Pay
Young, Rashad Mikal	City Administrator	\$295,000	\$0
Donahue, Kevin J	Deputy City Administrator	185,000	0
Shorter, Christopher	Director of Agency Operations	168,500	0
Kreiswirth, Barry	Senior Legal Advisor	149,500	0
Aqui, Dean	Supervisory Attorney Advisor	136,767	0
Levy, Michael	Supervisory Attorney Advisor	127,823	0
Bell, Melanie	Management and Program Analysis Officer	124,677	0
Yeung, Sing Chuen	Management and Program Analysis Officer	121,367	0
Naylor, Kathryn	Attorney Advisor	117,900	0
Johnson, Repunzelle	Attorney Advisor	117,990	0

5. **Question:** Please list, in descending order, the top 25 overtime earner in your agency for fiscal year 2014. For each, state the employee's name, position or title, salary and aggregate overtime pay.

Response: There was no overtime pay, bonuses, or special pay awards for any employees of OCA in Fiscal Year 2014.

6. **Question:** For fiscal years 2013, 2014 and 2015 (to date), please provide a list of employee bonuses or special award pay granted that identifies the employee receiving the bonus or special pay.

Response: There was no overtime pay, bonuses, or special pay awards for any employees in the requested years.

7. **Question:** For fiscal year 2015 (to date), please list each employee separated from the agency with separation pay. State the amount and number of weeks equivalents. Also, for each, state the reason for the separation.

Response: Please see the chart below:

SEPARATED EMPLOYEES Fiscal Year 2015			
Name	Number of weeks of separation	Dollar amount of separation pay	Reason
Gorman, Darryl	8	\$24,482.31	Not retained/new administration
Graves, Warren	10	\$39,401.21	Not retained/new administration
Lew, Allen	10	\$56,730.77	Not retained/new administration
Moss, J Laverne	10	\$21,143.53	Not retained/new administration
Robinson, Anthony	10	\$31,520.97	Not retained/new administration

8. **Question:** For fiscal years 2013, 2014 and 2015 (to date), please state the total number of employees receiving worker's compensation payments.

Response: For Fiscal Years 2013, 2014 and 2015 (to date), no OCA employees received worker's compensation payouts.

9. **Question:** For fiscal years 2014 and 2015 (to date), please list in chronological order, all intra-District transfers to or from the agency.

Response: Please see the charts below:

INTRA-DISTRICT TRANSFERS Fiscal Year 2014				
Transferor	Transferee	Amount of MOU	Dates of MOU	Purpose of Intra-District Transfer
Office of the City Administrator	Executive Officer of the Mayor	\$7,000	10/1/2013-9/30/2014	Support services
Office of the State Superintendent for Education	Office of the City Administrator	\$500,000	10/1/2013-9/30/2014	Special education transportation audit

Office of the State Superintendent for Education	Office of Labor Relations and Collective Bargaining	\$225,000	10/1/2013-9/30/2014	Collective bargaining negotiations
Fire and Emergency Medical Services Department	Office of Labor Relations and Collective Bargaining	\$10,000	10/1/2013-9/30/2014	Collective bargaining negotiations
University of the District of Columbia	Office of Labor Relations and Collective Bargaining	\$30,000	10/1/2013-9/30/2014	Collective bargaining negotiations
District of Columbia Public Library	Office of Labor Relations and Collective Bargaining	\$70,000	10/1/2013-9/30/2014	Collective bargaining negotiations
Not-for-Profit Hospital Corporation	Office of Labor Relations and Collective Bargaining	\$225,000	10/1/2013-9/30/2014	Collective bargaining negotiations

INTRA-DISTRICT TRANSFERS Fiscal Year 2015 to date				
Transferor	Transferee	Amount of MOU	Dates of MOU	Purpose of Intra-District Transfer
Office of the City Administrator	Officer of the Secretary	\$7,000	10/1/2014-9/30/2015	Support services
Office of the State Superintendent for Education	Office of the City Administrator	\$393,154	10/1/2014-9/30/2015	Special education transportation audit
Not-for-Profit Hospital Corporation	Office of Labor Relations and Collective Bargaining	\$300,000	10/1/2014-9/30/2015	Collective bargaining negotiations
District of Columbia Public Library	Office of Labor Relations and Collective Bargaining	\$70,000	10/1/2014-9/30/2015	Collective bargaining negotiations
Office of Administrative Hearings	Office of Labor Relations and Collective Bargaining	\$50,000	10/1/2014-9/30/2015	Collective bargaining negotiations
Office of the State Superintendent for Education	Office of Labor Relations and Collective Bargaining	\$225,000	10/1/2014-9/30/2015	Collective bargaining negotiations

10. **Question:** Please list, in chronological order, every reprogramming of funds into and out of the agency for fiscal years 2014 and 2015 (to date). Include a “bottom line” that explains the revised final budget for your agency. For each reprogramming, list the reprogramming number, the date, the amount and the rationale.

Response: Please see the chart below:

REPROGRAMMINGS Fiscal Year 2014				
Reprogramming Number	Transferor-Transferee	Amount	Date	Purpose of Reprogramming
14-0464	DDOT-OLRCB	\$122,924	3/20/2014	Position transfer from DDOT to OLRCB
14-0498	OCTO-OLRCB	\$225,000	5/12/2014	To provide O-type budget authority (not a transfer of funds)

REPROGRAMMINGS				
Fiscal Year 2015 to date				
Reprogramming Number	Transferor-Transferee	Amount	Date	Purpose of Reprogramming
15-0187	DCPCS-OCA	\$2,899,287	12/23/2014	Pay for Success program
15-0263	OCTO-OLRCB	\$150,000	2/10/2015	To provide O-type budget authority (not a transfer of funds)

11. **Question:** For fiscal year 2014 and 2015 (to date), please identify any special purpose revenue funds maintained by, used by, or available for use by your agency. For each fund identified, provide: (1) the revenue source name and code; (2) the source of funding; (3) a description of the program that generates the funds; (4) the amount of funds generated annually by each source or program; and (5) expenditures of funds, including the purpose of each expenditure.

Response: The Office of the City Administrator does not have any special purpose revenue funds maintained by, used by, or available for use by the agency. However, the intra-District transfers of funds from the Not-for-Profit Hospital Corporation and University of the District of Columbia noted in the charts provided in the response to Question 10 were treated as O-type funds since neither entity uses the District's SOAR accounting system.

12. **Question:** Please list all memoranda of understanding (MOU) either entered into by your agency during fiscal years 2014 and 2015 (to date). For each, describe its purpose, indicate the date entered, and provide the actual or anticipated termination date.

Response: The charts provided in response to Question 9 list all memorandums of understanding entered into by OCA during Fiscal Year 2014 and Fiscal Year 2015 to date.

13. **Question:** Please list each grant or sub-grant received by your agency in fiscal years 2014 and 2015 (to date). List the date, amount, purpose of the grant or sub-grant received, and explain how the grant is allocated if it is a multi-year grant.

Response: There were no grants or sub-grants received by OCA in Fiscal Year 2014 or Fiscal Year 2015

14. **Question:** Please list all currently open capital projects for your agency as of the date of your response, including those projects that are managed or overseen by another agency or entity. Include a brief description of each, the total estimated cost, expenditures to date, the start and completion dates, and the current status of the project. Also, indicate which projects are experiencing delays and which require additional funding.

Response: OCA has no open capital projects.

15. **Question:** Please list all pending lawsuits that name your agency as a party. Please identify which cases on the list are lawsuits that potentially expose the city to significant liability in terms of money and/or change in practices. The Committee is not asking for your judgment as to the city's liability; rather, we are asking about the extent of the claim. For those claims identified, please include an explanation about the issues for each case.

Response: We are aware of no pending lawsuits that name OCA as a party.

- 16a. **Question:** Please list and describe any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed at any time since October 1, 2011.

Response: We are aware of the following investigations, studies, audits, or reports on OCA or any employee of OCA that were completed since October 1, 2011:

- Report of Office of the D.C. Auditor titled "Review of the District of Columbia's Performance Measurement System," dated September 11, 2012.
- In FY13, the Office of the Inspector General ("OIG") referred to OCA a complaint regarding the director of the Office of Labor Relations and Collective Bargaining. The complaint focused largely on the union coding of a position at the Department of Youth Rehabilitation Services, and the OIG asked OCA to conduct an inquiry into the complaint. OCA conducted the inquiry, found no merit to the allegations set forth in the complaint, and provided its conclusion and relevant documentation to OIG. Based on OCA's response, OIG considers the matter closed.

- 16b. **Question:** Please list and describe any ongoing investigations, audits, or reports of your agency or any employee of your agency.

Response: We are aware of no ongoing investigations, audits, or reports of OCA or any employee of OCA.

17. **Question:** Please list, in chronological order, all employee grievances filed against your agency in fiscal years 2014 and 2015 (to date). Also, list any earlier grievance that is still pending in any judicial forum. For each, give a brief description of the matter as well as the current status.

Response: We are aware of no employee grievances filed against OCA in Fiscal Year 2014 or Fiscal Year 2015 to date.

18. **Question:** In table format, please provide the following information for fiscal years 2013, 2014 and 2015 (to date) regarding the agency's use of Smart Pay (credit) cards for agency purchases: (1) individuals (by name and title/position) authorized to use the cards; (2) purchase limits (per person, per day, etc.); and (3) total spent (by person and for the agency).

Response: A list of OCA employees with SmartPay credit cards for Fiscal Year 2013, Fiscal Year 2014, and Fiscal Year 2015 is included in the following chart:

SMARTPAY (Credit Cards) Fiscal Year 2013			
Name	Position/Title	Purchase Limits	Total Spent
Denise Richardson	Executive Assistant	Single Purchase Limit: \$5,000 Monthly Cycle Limit: \$20,000	\$63,182.29
Wendell L. Holt	Staff Assistant	Single Purchase Limit: \$5,000 Monthly Cycle Limit: \$20,000	\$94,721.24

SMARTPAY (Credit Cards) Fiscal Year 2014			
Name	Position/Title	Purchase Limits	Total Spent
Mary Redfearn	Executive Assistant	Single Purchase Limit: \$5,000 Monthly Cycle Limit: \$20,000	\$18,642.68
Wendell L. Holt	Staff Assistant	Single Purchase Limit: \$5,000 Monthly Cycle Limit: \$20,000	\$54,760.57

SMARTPAY (Credit Cards) Fiscal Year 2015			
Name	Position/Title	Purchase Limits	Total Spent
Mary Redfearn	Executive Assistant	Single Purchase Limit: \$5,000 Monthly Cycle Limit: \$20,000	\$20,231.31
Wendell L. Holt	., NW, Suite 513Single	Single Purchase Limit: \$5,000 Monthly Cycle Limit: \$20,000	\$9,493.32

19. **Question:** (a) In table format, please provide the following information for fiscal years 2013, 2014 and 2015 (to date), regarding your agency's use of cellular phones and mobile devices;(1) individuals (by name and title/position) authorized to carry and use such devices; (2) total annual expense (FY) for each individual's use; and (3) justification for such use (per person). If the list is more than one page in length, you may provide it as an attachment.

Response: Please see the chart below:

CELLULAR PHONES AND MOBILE DEVICES Fiscal Year 2013			
Name	Position	Device(s)	Total Annual Expense
Aqui, Dean	Supervisory Attorney Advisor	iPhone	\$780.00
Bell, Melanie	Management and Program	iPhone and iPad	\$1,199.88

	Analysis Officer		
Brown, Vicki	Staff Assistant	iPhone	\$780.00
Campbell, Natasha	Director	iPhone and iPad	\$1,199.88
Graves, Warren	Chief of Staff	iPhone and iPad	\$1,199.88
Holt, Wendell	Staff Assistant	iPhone	\$780.00
Kreiswirth, Barry	Senior Legal Advisor	Blackberry and iPad	\$1,199.88
Levy, Michael	Supervisory Attorney Advisor	iPhone	\$780.00
Lew, Allen	City Administrator	iPhone and iPad	\$1,199.88
Love, Phyllis	Management and Program Analysis Officer	iPhone and iPad	\$1,199.88
Moss, J Laverne	Executive Assistant	iPhone and iPad	\$1,199.88
O'Neill, Jonathan	Supervisory Attorney Advisor	iPhone	\$260.00
Robinson Jr., Anthony	Director of Communications	iPhone and iPad	\$1,199.88
Williams Jr., David	Program Analyst	iPhone	\$780.00
Yeung, Sing Chuen	Management and Program Analysis Officers	iPhone and iPad	\$1,199.88
Yuckenberg, Jason	Program Analysis Officer	iPhone and iPad	\$1,199.88

CELLULAR PHONES AND MOBILE DEVICES			
Fiscal Year 2014			
Name	Position	Device(s)	Total Annual Expense
Aqui, Dean	Supervisory Attorney Advisor	iPhone and iPad	\$1,199.88
Bell, Melanie	Management and Program Analysis Officer	iPhone and iPad	\$1,199.88
Brown, Vicki	Staff Assistant	iPhone	\$780.00
Campbell, Natasha	Director	iPhone and iPad	\$999.90
Graves, Warren	Chief of Staff	iPhone and iPad	\$1,199.88
Holt, Wendell	Staff Assistant	iPhone	\$780.00
Kreiswirth, Barry	Senior Legal Advisor	Blackberry and iPad	\$699.93
Levy, Michael	Supervisory Attorney Advisor	iPhone and iPad	\$1,199.88
Lew, Allen	City Administrator	iPhone and iPad	\$1,199.88
Love, Phyllis	Management and Program Analysis Officer	iPhone and iPad	\$1,199.88
Moss, J Laverne	Executive Assistant	iPhone and iPad	\$1,199.88
Mulat, Nathan	Program Analyst	iPhone	\$455.00
Naylor, Katherine	Attorney Advisor	iPhone	\$780.00
Robinson Jr., Anthony	Director of Communications	iPhone and iPad	\$1,199.88
Williams Jr.,	Program Analyst	iPhone	\$780.00

David			
Yeung, Sing Chuen	Management and Program Analysis Officers	iPhone and iPad	\$1,199.88
Yuckenberg, Jason	Program Analysis Officer	iPhone and iPad	\$1,199.88

CELLULAR PHONES AND MOBILE DEVICES			
Fiscal Year 2015 to date			
Name	Position	Device(s)	Total Annual Expense to Date
Aqui, Dean	Supervisory Attorney Advisor	iPhone and iPad	\$499.95
Banner, Timothy	Executive Assistant	iPhone	\$130.00
Bell, Melanie	Management and Program Analysis Officer	iPhone and iPad\$	\$499.95
Brown, Vicki	Staff Assistant	iPhone	\$325.00
Bullock, Repenzelle	Attorney Advisor	iPhone	\$325.00
Donahue, Kevin	Deputy City Administrator	iPhone and iPad	\$199.98
Garrick, Sean	Special Assistant	iPhone	\$130.00
Graves, Warren	Chief of Staff	iPhone and iPad	\$299.97
Holt, Kasmin	Performance Analyst	iPhone	\$130.00
Holt, Wendell	Staff Assistant	iPhone	\$325.00
Kreiswirth, Barry	Senior Legal Advisor	Blackberry	\$130.00
Levy, Michael	Supervisory Attorney Advisor	iPhone and iPad	\$499.95
Lew, Allen	City Administrator	iPhone and iPad	\$299.97
Love, Phyllis	Management and Program Analysis Officer	iPhone and iPad	\$299.97
Morgan, Sharona	Program Support Specialist	iPhone	\$130.00
Moss, J Laverne	Executive Assistant	iPhone and iPad	\$299.97
Mulat, Nathan	Program Analyst	iPhone	\$325.00
Naylor, Katherine	Attorney Advisor	iPhone	\$325.00
Robinson Jr., Anthony	Director of Communications	iPhone and iPad	\$299.97
Shorter, Christopher	Director of Agency Operations	iPhone	\$130.00
Thompson, Emile	Senior Legislative Policy Analyst	iPhone	\$130.00
Williams Jr., David	Program Analyst	iPhone	\$260.00
Yeung, Sing Chuen	Management and Program Analysis Officers	iPhone and iPad	\$499.95
Young, Rashad	City Administrator	iPhone and iPad	\$199.98
Yuckenberg, Jason	Program Analysis Officer	iPhone and iPad	\$499.95

Please note that the individuals who received cellular phones were issued these devices because they need to be accessible at all times due to the nature of their work. Individuals who received iPads were issued these devices for use during meetings and to enhance their productivity when not at their physical desk.

- 19b. **Question:** Please describe how your agency manages and limits its mobile, voice, and data costs, including cellular phones and mobile devices.

Response: The agency limits cellular phones and mobile devices to critical staff. The District government is on a “pool plan” therefore avoiding any type of overage charges.

20. **Question:** (a) Does your agency have or use one or more government vehicles? If so, for fiscal years 2013, 2014, and 2015 (to date), please list these vehicles. You may group the vehicles by category (e.g., 15 sedans, 33 pick-up trucks, three transport buses, etc.). (b) Please list all vehicle accidents involving your agency’s vehicles for fiscal years 2013, 2014, and 2015 (to date). Provide: (1) a brief description of each accident; (2) the type of vehicle involved; (3) the justification for using such vehicle (4) the name and title/position of the driver involved; and (5) whether there was a finding of fault and, if so, who was determined to be at fault.

Response: The government vehicles used by the OCA in fiscal years 2013, 2014, and 2015 (to date) are provided in the chart below.

GOVERNMENT VEHICLES	
Fiscal Year	Vehicles
2013	1 Dodge Caravan, 1 Chrysler Pacifica*
2014	1 Dodge Caravan, 1 Chrysler Pacifica*
2015 (to date)	1 Dodge Caravan, 1 Dodge Durango

**In FY 2013 and FY 2014, the OCA had temporary access to a Chrysler Pacifica for emergencies and inclement weather.*

We are not aware of any accidents involving any OCA vehicle in Fiscal Year 2013, Fiscal Year 2014, or Fiscal Year 2015 to date.

21. **Question:** D.C. Law requires the Mayor to pay certain settlements from agency operating budgets if the settlement is less than \$10,000 or less than two year old (see D.C. Code § 2-402(a)(3)). Please itemize each charge-back to your agency for a settlement or judgment pursuant to D.C. Code § 2-402.

Response: There were no charge-backs for settlements or judgments in Fiscal Year 2013, Fiscal Year 2014, or Fiscal Year 2015 to date.

22. **Question:** (a) D.C. Law prohibits chauffeurs, take-home vehicles, and the use of SUVs (see D.C. Code §§ 50-203 and 50-204). Is your agency in compliance with this law?

Please explain any exceptions. (b) If there are exceptions, please provide the following: (1) type of vehicle (make, model, year); (2) individuals (name/position) authorized to have the vehicle; (3) jurisdictional residence of the individual (e.g., Bowie, MD); and (4) justification for the chauffeur or take-home status.

Response: The Office of the City Administrator is in compliance with the chauffeur, take-home vehicle, and sport utility vehicle (SUV) requirements of D.C. Official Code §§ 50-203 and 50-204. As indicated in the response to Question 20, the Office of the City Administrator has one SUV assigned for its use; however, due to the responsibilities of the Office of the City Administrator, that vehicle is needed for emergency response purposes and for transportation during weather events

23. **Question:** In table format, please provide the following information for fiscal years 2013, 2014 and 2015 (to date) regarding your agency’s authorization of employee travel: (1) individuals (by name and title/position) authorized to travel outside the District; (2) total expense for each trip (per person, per trip, etc.); and (3) justification for the travel (per person).

Response: Please see the chart below:

AGENCY TRAVEL Fiscal Year 2013			
Name	Position/Title	Purpose	Total Spent
Yuckenberg, Jason	Program Analysis Officer	International City/County Management Association annual conference	\$333.88
Lew, Allen	City Administrator	Wall Street financial rating agencies meeting	\$760.61
Levy, Michael	Supervisory Attorney Advisor	Meeting of the North American Association of Education Negotiators	\$881.69

AGENCY TRAVEL Fiscal Year 2014			
Name	Position/Title	Purpose	Total Spent
Lew, Allen	City Administrator	Foreign investment and business development	\$161.10
Lew, Allen	City Administrator	Wall Street financial rating agencies meeting	\$717.05
Yuckenberg, Jason	Program Analysis Officer	Performance measurement and reporting conference	\$390.50
Bell, Melanie	Management and Program Analysis Officer	NIGP annual conference	\$205.72
Love, Phyllis	Management and Program Analysis Officer	NIGP annual conference	\$218.50
Hathaway, Michael	Attorney Advisor	Labor law and arbitration conference	\$10.50

AGENCY TRAVEL Fiscal Year 2015			
Name	Position/Title	Purpose	Total Spent
Lew, Allen	City Administrator	Auto show public policy	\$489.05

24. **Question:** Please provide and itemize, as of January 26, 2015, the current number of When Actually Employed (WAE), term and contract personnel within your agency. If your agency employs WAE or term personnel, please provide, in table format, the name of each employee, position title, the length of his or her term, the date on which he or she first started with your agency, and the date on which his or her current term expires.

Response: The OCA currently employs one term employee and one contract personnel. The table below provides the name of each employee, position title, the type of employment, the length of the employee's term, the date on which the employee first started with OCA, and the date on which the employees current term expires.

WAE, TERM, AND CONTRACT EMPLOYEES as of January 26, 2015					
Employee Name	Position Title	Type	Length of Term	Start Date with Agency	Term Expiration Date
Banner, Timothy	Executive Assistant	Term	13 month	1/21/2015	2/21/2016
Mulat, Nathan	Program Analyst	Term	13 months	3/3/2014	4/2/2015
Montross, William L.	Contractor	Contract	4 months	11/7/2014	3/1/2015
Harris, Vincent	Attorney Advisor	Contract	4 months	12/16/2013	5/15/2015
Barker, Adessa	Attorney Advisor	Term	13 months	10/20/2014	11/28/2015
Tallon, Michale Sheckleford	Attorney Advisor	Term	13 months	10/6/2014	11/10/2015

25. **Question:** Please provide, as an attachment, a copy of your agency's current annual performance plan.

Response: Please see Attachment C.

26. **Question:** What are your top five priorities for the agency? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in fiscal years 2015 and 2016.

Response: The top five priorities of OCA in Fiscal Year 2015 and Fiscal Year 2016 are the following:

1. *Improve the District's government operations and efficiency by establishing the Office of Innovation, the Office of Performance Management, and the Office of Public-Private Partnerships.* Establishing these offices will:
 - Increase the capacity of the city to enhance residents' experiences with government.
 - Improve government services and responsiveness by creating efficiencies and advancing innovative solutions to public challenges.
 - Better leverage public-private partnerships to expedite vital capital projects.

2. *Improve government oversight and provide for continuous quality improvements in government programs and services.* To achieve this goal, OCA will:
 - Facilitate approximately 20 CapStat sessions. These CapStat sessions will track agency progress towards goals, help reduce operational costs, and help improve government services and increase government accountability.
 - Appoint the District's first Chief Performance Officer, who will oversee the day-to-day operations of the performance management program and ensure that the District implements a comprehensive performance management system that is informed by best practices.
 - Establish the Office of Innovation, which will help develop and implement leading-edge practices across District government.

3. *Implement the Mayor's vision and priorities for improved District Government management and operations.* To achieve this goal, OCA will:
 - Work with agencies and the deputy mayors to implement innovative government practices, with an emphasis on efficient and effective government operations.
 - Work with all government agencies to establish the best strategies to improve government operations as well as ensure that every agency is customer-focused.

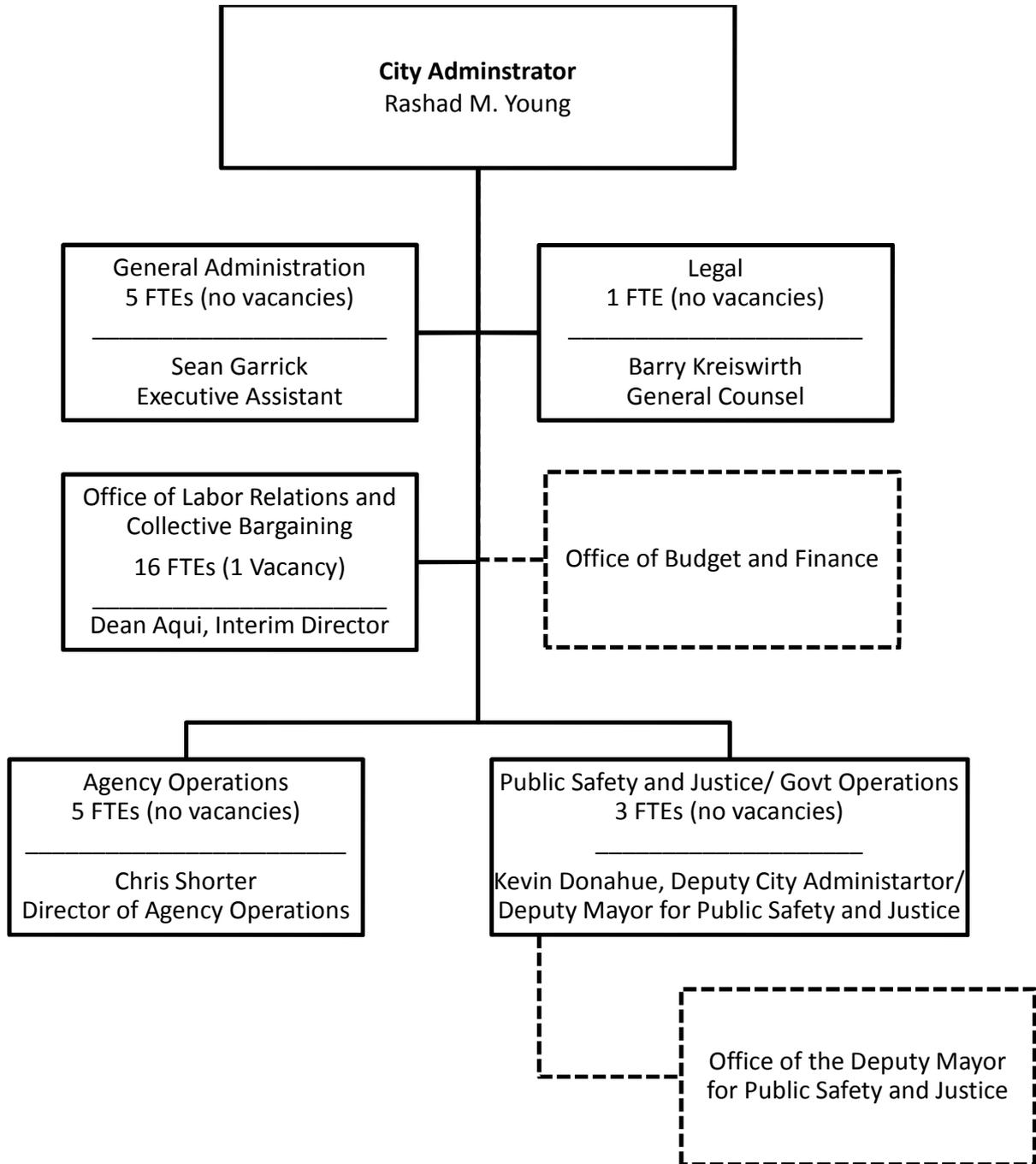
4. *Implement fiscal responsibility and transparency in the budgeting process.* To achieve this goal, OCA will:
 - Develop fiscally responsible budget practices and continuously monitor agency spending to ensure government services are delivered on time and on budget.
 - Make budget data more accessible and work with agencies to present budget data in an easily understandable and transparent format.
 - Establish a budgeting process that includes opportunities for residents to share their input through a variety of means, such as town halls, web-based mechanisms, and neighborhood-based events.

5. *Improve interagency coordination, collaboration, and communications.* To achieve this goal, OCA will:
 - Facilitate cross-agency collaboration that will lead to more effective use of government resources and better leveraging of District assets to improve government services.

- Work with and through the deputy mayors to ensure the District services delivery systems meet the needs of residents, businesses, and visitors.

Attachment A

OCA Organizational Chart
[effective February 1, 2015]



Attachment B

OCA Schedule A

Title	Name	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Department Name	Reg/Temp/Term
Supervisory Attorney Advisor	Aqui,Dean S	9/26/1986	F	10	0	\$136,767	\$34,192	Office of Labor Relation	Reg
Attorney Advisor	Barker,Adessa A	8/20/2012	F	12	1	69,961	17,490	Office of Labor Relation	Term
Executive Assistant	Banner, Timothy O.	1/21/2015	F	12	8	80,712	20,178	Office of the City Administrator	Term
Mgmt. and Program Analysis Officer	Bell,Melanie J	5/31/2009	F	14	0	124,677	31,169	Office of the City Administrator	Reg
Attorney Advisor	Brown,Herman	1/26/2015	F	12	0	81,631	20,408	Office of Labor Relation	Reg
Staff Assistant	Brown,Vicki R.	10/29/2007	F	11	10	69,092	17,273	Office of City Administrator	Reg
Deputy City Administrator	Donahue, Kevin	11/2/2015	F	11	0	185,000	46,250	Office of City Administrator	Reg
Executive Assistant	Garrick,Sean	1/2/2015	F	7	0	103,000	25,750	Office of City Administrator	Reg
Attorney Advisor	Gerst,Andrew	5/6/2013	F	12	4	76,963	19,241	Office of Labor Relation	Reg
Attorney Advisor	Girard,Kaitlyn A	7/1/2013	F	13	1	83,198	20,800	Office of Labor Relation	Reg
Program Analyst	Harris, Jason Burnell	2/11/2015	F	12	1	66,306	16,576	Office of the City Administrator	Term
Attorney Advisor	Harris,Vincent D	12/16/2013	F	12	2	72,295	18,074	Office of Labor Relation	Term
Attorney Advisor	Hathaway,Charles Michael	5/5/2014	F	13	1	83,198	20,800	Office of Labor Relation	Reg
Performance Analyst	Holt,Kasmin C.E.	1/20/2015	F	7	0	80,000	20,000	Office of City Administrator	Reg
Staff Assistant	Holt,Wendell L	6/16/2003	F	12	6	76,596	19,149	Office of City Administrator	Reg

Attorney Advisor	Johnson,Repunzelle	8/6/2007	F	14	7	117,990	29,498	Office of Labor Relation	Reg
Administrative Officer	Kaiser Dark,Phyllis	4/9/2001	F	12	9	82,770	20,693	Office of Labor Relation	Reg
Senior Legal Advisor	Kreiswirth,Barry	3/21/2005	F	9	0	149,500	37,375	Office of City Administrator	Reg
Supervisory Attorney Advisor	Levy,Michael D	10/14/2007	F	1	0	127,822	31,956	Office of Labor Relation	Reg
Clerk	McLaughlin,Issac	1/13/2014	F	4	3	29,613	7,403	Office of City Administrator	Reg
Program Analyst	Mulat,Nathan	3/3/2014	F	11	6	62,200	15,550	Office of City Administrator	Term
Attorney Advisor	Naylor,Kathryn A.	11/13/2012	F	14	7	117,990	29,498	Office of Labor Relation	Reg
Executive Assistant	Redfearn,Mary E.	7/15/2013	F	12	4	72,480	18,120	Office of Labor Relation	Reg
Attorney Advisor	Sheckleford Tallon,Michale A.	10/6/2014	F	12	1	69,961	17,490	Office of Labor Relation	Term
Director of Agency Operations	Shorter,Christopher	9/29/2008	F	10	0	168,500	42,125	Office of City Administrator	Reg
Special Assistant	Simmons,Kyle E	6/9/2008	F	12	4	72,480	18,120	Office of Labor Relation	Reg
Attorney Advisor	Stokes,Kevin Maurice	3/26/2012	F	13	5	94,298	23,575	Office of Labor Relation	Reg
Mgmt. and Program Analysis Officer	Yeung,Sing Chuen	9/2/2007	F	14	0	121,367	30,342	Office of City Administrator	Reg
City Administrator	Young,Rashad Mikal	1/2/2015	F	11	0	295,000	73,750	Office of the City Administrator	Reg
Program Analysis Officer	Yuckenberg,Jason	5/22/2006	F	14	4	98,968	24,742	Office of City Administrator	Reg
Director, LRCB			V	10	0	136,591	34,148	Office of Labor Relation	Reg

Attachment C

OCA Performance Accountability Report

[Note: This document was submitted in a separate electronic file.]



**FY 2015 PERFORMANCE PLAN
Office of the City Administrator**

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 Office of the City Administrator supports the day to day operations of the District government by:

- Managing the Performance Management program (CapStat), to track progress toward goals, reduce costs, improve government services, and increase government accountability;
- Improving government services and responsiveness by creating efficiencies and advancing innovative solutions to public challenges;
- Increasing public-private partnerships to expedite vital capital projects;
- Providing direct leadership and support to the Government Operations Cluster and the Public Safety and Justice Cluster, which report directly to the OCA, in addition to the operations of each Deputy Mayor’s office;
- Developing fiscally responsible budgets and continuously monitoring agency spending to ensure government services are delivered on time and on budget; and
- Fostering fair and open negotiations with the District government’s labor union workforce.

PERFORMANCE PLAN DIVISIONS:

- City Administrator
- Labor Relations and Collective Bargaining
- Agency Management¹

AGENCY WORKLOAD MEASURES

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual
Total number of Fiscal Year Performance Plans monitored and tracked	71	70	73
Total number of agency Key Performance Indicators monitored and tracked	1,372	1,431	1,571
Total number of agency Initiatives monitored and tracked	1,059	1,154	1,256
Total Number of collective bargaining agreements with agencies under the Mayors personnel authority ²	43	43	40 ³
Total compensation collective bargaining agreements	21	21	20
Total non-compensation collective bargaining agreements	43	43	40 ⁴

¹ For the purposes of the FY15 Performance Plan, Agency Management (1000) is included in the City Administrator (2000) division.
² OLR CB does not have responsibility to negotiate working conditions for the Fraternal Order of Police at the Metropolitan Police Department (MPD) or the seven collective bargaining agreements applicable to employees at the Department of Behavioral Health. Nevertheless, ORLCB still engages with each District government agency in labor negotiations.
³ The numbers are reduced by one because three Teamster contracts at the Public Schools (Custodians and Attendance Counselors) were merged into one, and two AFSCME Locals merged with the AFSCME Master Agreement.



City Administrator (OCA)

SUMMARY OF SERVICES

The Office of the City Administrator provides support to the City Administrator and District agencies in the areas of budget, management, and policy; organizes accountability sessions with the Mayor and City Administrator; and manages the city's Performance Management activity.

OBJECTIVE 1: Ensure the delivery of high-quality District services.

INITIATIVE 1.1: Reorganize the Office of the City Administrator to improve oversight and support of District government agencies.

In FY15, the OCA will establish two (2) new positions to improve the oversight and support of District government agencies. First, the OCA will establish a new Deputy City Administrator position, which will directly manage the subordinate agencies in the Government Operations and the Public Safety and Justice Cluster agencies. Second, the OCA will establish a new Director of Agency Operations to support the day to day operations of District agencies, in coordination with each Deputy Mayors office. Together, these positions will provide senior leadership and guidance for the management of District operations. The reorganization will also include the establishment of several new divisions or offices, including the addition of the Office of Budget and Finance, which was previously a direct report to the Executive Office of the Mayor. **Completion date: January, 2015.**

INITIATIVE 1.2: Establish an Office of Government Innovation.

In FY15, the OCA will establish an Office of Innovation, which will be responsible for developing new ways of doing business to more effectively manage agency operations. The Office will work closely with multiple District agencies to carry out this mission, including the Office of the Chief Technology Officer. Specifically, the office will be responsible for good government best practice research and the implementation of strategy development. **Completion date: September, 2015.**

INITIATIVE 1.3: Establish an Office of Public-Private Partnerships.

In FY15, the OCA will establish the Office of Public Private Partnerships, which was created pursuant to District statute (Act A20-0550). Pursuant to the Act, the Office is the primary public entity responsible for facilitating the development, solicitation, evaluation, award, delivery, and oversight of public-private partnerships that involve a public entity in the District. The Act requires that the Office is headed by an Executive Director, which the OCA will recruit in FY15. Additional support staff may be required once the Executive Director is on-boarded and has an opportunity to advise on an appropriate staffing structure. **Completion date: September, 2015.**

⁴ Two Teamsters Contracts were combined.



INITIATIVE 1.4: Enhance data-driven decision making through the use of the District’s performance management program (CapStat).

In FY15, the OCA will re-envision the CapStat program to create an effective and accessible performance management system to help inform progress toward goals and hold agencies accountable. In support of this effort, the OCA will appoint the District’s first Chief Performance Officer, who will oversee the day to day operations of the performance management program and ensure that the District implements a comprehensive performance management system that is informed by best practices and includes regular meetings to review progress toward performance goals. **Completion date: September, 2015.**

INITIATIVE 1.5: Promote transparency and engagement in the budget development process.

In FY15, the Office of Budget and Finance will work directly with the City Administrator and the Executive Office of the Mayor to engage residents from all 8 wards to create the District’s next budget. With residents at the table, the Mayor will prioritize closing the gaps and giving everyone a fair shot by investing in education, job training, and affordable housing. The Mayor and senior staff will attend dozens of community meetings in February, in addition to hosting at least 3 Budget Engagement Forums, designed to be interactive discussions where District residents can provide input to help shape priorities. **Completion date: March, 2015.**



KEY PERFORMANCE INDICATORS – City Administrator

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of District agencies completing a Fiscal Year Performance Plan	101.43%	95%	100%	95%	95%	95%
Percent of District agencies participating in the Performance Management Program completed training ⁵	72.22%	95%	41%	95%	95%	95%
Percentage of fiscal year agency initiatives either fully or partially achieved	90.81%	95%	N/A ⁶	95%	95%	95%
Percentage of fiscal year key performance indicators either fully or partially achieved	85.67%	80%	75%	85%	90%	90%
Total number of CapStat and Task Force meetings held ⁷	16	15	12	15	24	24

⁵ Re-worded for flexibility with changing numbers; in FY 13 – 70 District’s agencies (Under the Mayor’s Authority and some Independent) participated in the Performance Management Program. In FY 14 there were 73 agencies (EOM= 53, Independent = 20)

⁶ Data not available at the time the report was published. The numbers will be provided in FY 15 Q1.

⁷ “In FY13, the OCA added Task Force meetings to this measure because the Task Forces meetings were held using the same format, philosophy, and level of staff support as the overall DC Stat program, as of 1/2/15 referred to as CapStat.”



Labor Relations and Collective Bargaining (OLRCB)

SUMMARY OF SERVICES

The Office of Labor Relations and Collective Bargaining is the Mayor's principal representative in labor relations and collective bargaining matters. Its core mission is to administer a comprehensive and centralized labor relations program for all agencies under the Mayor's personnel authority. In administering the labor relations program, OLRCB staff negotiate collective bargaining agreements, represent management in related labor litigation, including arbitrations and unfair labor practice allegations, provides training necessary to minimize litigation and associated costs and ensures the effective administration of labor relations contractual and legal obligations. They continuously interact with senior leadership, directors, managers and supervisors, management labor liaisons and union leaders. The ultimate goal of the OLRCB is to administer the labor relations and collective bargaining program within the statutory framework and allocated budget while enhancing efficiency of government operations and without infringing on employee rights

OBJECTIVE 1: Effectively administer the labor relations program by engaging in good faith with duly elected and authorized employee labor representatives.

INITIATIVE 1:1: Monitor DC Court of Appeals litigation addressing attempt to reconcile the split in the Superior Court's decisions regarding the application of the Revised Uniform Arbitration Act and its supposed displacement by the CMPA.

The litigation related to this initiative has been completed, pending a decision of the D.C. Court of Appeals *en banc*. Once a decision is issued the OLRCB will review and work with the Office of the Attorney General to ensure the District's position is reconciled, including the filing of any required appeal. **Completion Date: December 2014.**

INITIATIVE 1:2: Reduce litigation costs.

Labor litigation costs negatively impact the District's budget and in some cases these costs can often be avoided if (1) agencies review and comply with the collective bargaining agreements and (2) seek OLRCB advice and counsel before making decisions that impact union employees. In an effort to reduce litigation costs OLRCB will enhance its case assessment procedures by notifying the City Administrator monthly of cases that OLRCB believes should be settled, should an agency disagree with OLRCB's recommendation to settle. In such cases, the City Administrator will direct OLRCB to proceed with the hearing or settle the case. This process has been implemented and communicated to all affected agencies during the most recent Labor Liaison Forum in June 2014. Current data indicates that formalizing and compliance with this process should result in a reduction in litigation costs **Completion Date: September 2015**

INITIATIVE 1:3: Increase the speed at which arbitration hearings are scheduled and conducted by focusing on keeping cases moving or encouraging withdrawal, where appropriate.

The OCA is committed to timely resolving labor disputes. To that end, the OLRCB will be proactive in its approach and management of cases and ensure that arbitration and unfair labor practice hearings are completed as expeditiously as possible, by proactively demanding withdrawal of arbitration demands if the requisite arbitration panel has not been requested from the Federal Mediation and Conciliation Services or the American Arbitration



Association and confirming management witnesses availability early to avoid extension of hearings. To date OLRCB has been successful in having 5 out of 8 cases either withdrawn or administratively dismissed by PERB. OLRCB will similarly address 15 dormant cases in FY 2015. **Completion Date: September 30, 2015**

INITIATIVE 1:4: Achieve compliance with the statutory mandate to negotiate compensation and working conditions agreements at the same time.

Draft legislation to effectuate the current statutory mandate that compensation and working conditions agreements be negotiated at the same time. The problem has been that some Locals delay coming to the table for working conditions bargaining because they fear losing provisions in their contract. Nevertheless they benefit from each Compensation Units 1 & 2 agreement that is negotiated. This deprives the District of the give and take that is contemplated in having both sets of bargaining – compensation and working conditions conducted at the same time. Bargaining for police officers, lawyers, nurses, doctors and firefighters all encompass compensation and working conditions at the same time. **Completion Date: October 30, 2014**

INITIATIVE 1:5: Increase training contacts.

Dedicate additional current resources to training by including discipline training with every contract training. **Completion Date: September 30, 2015.**

INITIATIVE 1:6: Propose legislative amendments to the CMPA in support of the objectives of OLRCB. Completion Date: September 30, 2015

Propose legislative language limiting attorney fees in labor related arbitration and similar proceedings to \$90.00 per hour based on D.C. Official Code § 11- 2604(a). This is warranted as adverse litigation can and does sometimes result in disproportionately large attorney fees awards that often do not align with the fees union attorneys charge the unions they represent. These fees are typically based on the Laffey matrix which arose from and are appropriate for complex federal litigation not arbitration. Fees based on the Laffey matrix are indexed to years of practice and can run in excess of \$500.00 per hour.

Propose legislative language requiring arbitrators to follow District law and case precedent strictly instead of applying reasoning that varies from either or both.



KEY PERFORMANCE INDICATORS – Labor Relations and Collective Bargaining

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of Collective Bargaining Agreements in impasse	20%	16%	1% ⁸	20%	5%	10%
Percent of compensation collective bargaining agreements currently under negotiation	57%	30%	1% ⁹	100%	98% ¹⁰	80%
Percent of non-compensation collective bargaining agreements currently under negotiation	44%	44%	3.6%	0%	10%	100%
Percent of cases successfully mediated before third party neutrals	45%	45%	38%	50%	50%	53%
Percent of cases successfully litigated before the Public Employee Relations Board	45%	45%	37%	50%	50%	55%
Total number of training sessions provided to labor liaisons, managers, supervisors and management officials ¹¹	50	55	43	120	120	120

⁸ OUC and HSEMA are at impasse.

⁹ Contracts covering nurses and firefighters expire on September 30, 2014. The Unions have demanded to reopen these contracts. OLRCB does not negotiate the Teachers contract.

¹⁰ Most of our contracts expire on 9/30/17 and the statutory window to reopen is in June 2016.

¹¹ Training is better reflected in the actual number of employees trained.