

GOVERNMENT OF THE DISTRICT OF COLUMBIA

EXECUTIVE OFFICE OF THE MAYOR



Responses to Fiscal Year 2020 Performance Oversight Questions

Dr. Faith Gibson-Hubbard

Director, Mayor's Office of Community Affairs

Submission to

Committee on Government Operations and Facilities

Chairperson Robert White

At-Large Councilmember

March 8, 2021

Committee on Government Operations and Facilities

John A. Wilson Building

1350 Pennsylvania Ave., NW

Washington, DC 20004

GENERAL QUESTIONS

1. Please provide the agency's mission statement.

Answer: MOCA is responsible for ensuring that the needs of the residents of the District of Columbia are met and that residents' engagement and interests in the community are heightened.

2. Please list any statutory mandates that the agency lacks sufficient resources to fully implement.

Answer: There are no statutory mandates that MOCA is unable to implement with the current resources.

3. Please list all reporting requirements in the District of Columbia Code or Municipal Regulations that the agency was required to complete in FY 20 and FY 21, to date. For each requirement, please list the date the report was required and the date it was produced. If the agency did not produce the report on the mandated timeline, please explain why.

Answer: There are no reporting requirements for MOCA.

4. Please list and describe any regulations promulgated by the agency in FY 20 or FY 21, to date, and the status of each.

Answer: There were no regulations promulgated by the agency in FY20 and FY21 to date.

5. Please explain any significant impacts on your agency, if any, of any legislation passed at the federal or local level during FY 20 and FY 21, to date.

Answer: There were no significant impacts on the agency from legislation passed during FY20 and FY21 to date.

6. What are the agency's top five priorities? Please explain how the agency expects to address these priorities in FY 21.

Answer:

- Continuing to provide training guidance and assistance to the 13 MOCA offices.
 - Providing training to agency Directors in areas of policy and engagement strategies.
- Coordinate broader engagement plan in which all 13 MOCA offices can participate in.
 - Collaboration across the 13 offices to maximize our impact in the community
- Public Health Emergency Education
 - As the public health emergency is extended MOCA has to think of ways of educating the public on the latest information around relief, vaccination, and resources available to them.
- Continuing to provide technical assistance to the 13 MOCA offices.

- MOCA will continue to provide guidance around communication on social media platforms, event planning, and constituent education.
- Rethink of authentic ways in which MOCA as a standalone office can amplify the work in the cluster.

7. What metrics are regularly used by the agency to evaluate its operations? Please be specific about which data points are monitored by the agency.

Answer: MOCA measures success by the amplification of resources available to residents. We evaluate our operations by the number of individuals we are able to reach for a given event, the number of participation in a given event, the number of impressions made on social media, and the number of success stories within our MOCA offices that speak to the connection to services.

8. Please provide a copy of the agency's FY 20 performance plan, if one was prepared. Please explain which performance plan objectives were completed in FY 20 and whether they were completed. If they were not completed, please provide an explanation.

Answer: Not applicable

9. Please provide a copy of your agency's FY 21 performance plan as submitted to the Office of the City Administrator, if one was prepared.

Answer: Not applicable

10. Please describe any new initiatives or programs that the agency implemented in FY 20 and FY 21, to date, to improve the operations of the agency. Please identify any funding utilized for these initiative or program and the results, or expected results, of each initiative.

Answer: In FY20 and FY21 we had to pivot to an almost entirely virtual posture. This required that MOCA like the other offices find innovative ways to stay connected to residents and our MOCA offices for assistance. MOCA has relied on technology to make this happen. One of the ways we have done this is by utilizing a virtual calendar platform to allow our DC Hope grantees to help our grantees schedule site visits. This allowed ease of planning for our 70+ site visits that had to be turned virtual. We were able to leverage the use of virtual meeting platforms to host these meetings with stakeholders and grantees alike.

11. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.

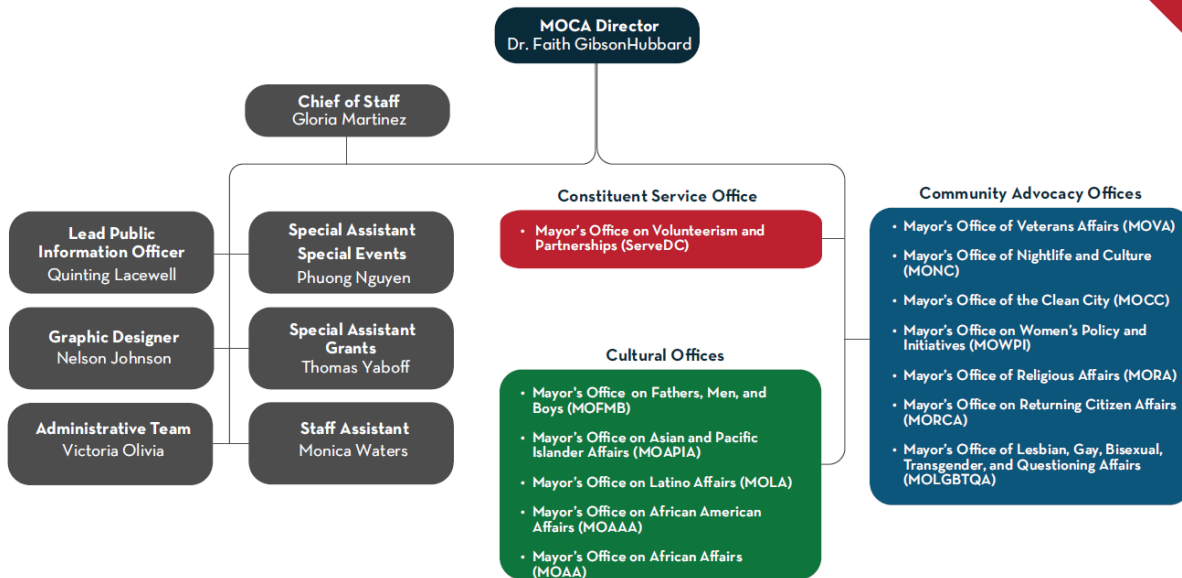
a. Please provide an explanation of the roles and responsibilities for each division and subdivision.

b. Please provide a narrative explanation of any changes made to the organizational chart during the previous year.

Answer:

MAYOR'S OFFICE OF COMMUNITY AFFAIRS

Organization Chart
Updated as of 02/08/2021



12. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the salary, fringe benefits, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen.

Answer:

Posn Nbr	Title	Name	Empl Rcd	Hire Date	Vac Stat	Grade	Step	Salary	Fund Code	Prgm Code	Activity
00042740	Director, Community Affairs	Hubbard, Faith Gibson	0	5/18/2015	F	10	0	\$ 150,955.46	0100	5019	5019
00042837	Chief of Staff	Martinez, Gloria	0	4/18/2016	F	7	0	\$ 105,617.75	0100	5019	5019
00046675	Staff Assistant	Locher, Jeanne	0	2/16/2016	F	11	6	\$ 71,406.00	0100	5019	5019
00046675	Staff Assistant	Waters, Monica	0	3/11/2019	F	11	5	\$ 69,429.00	0100	5019	5019
00046725	Public Information Officer	Lacewell, Quinting	0	10/21/2019	F	5	0	\$ 72,447.80	0100	5019	5019
00051163	Special Assistant	Nguyen, Phuong T	0	9/26/2016	F	5	0	\$ 74,620.70	0100	5019	5019
00091908	Special Assistant	Yabroff, Thomas Robert	0	1/14/2019	F	5	0	\$ 80,845.06	0100	5019	5019

13. Please list all employees detailed to or from your agency. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.

Answer: MOCA has no detailed employees to or from the agency.

14. Please provide the Committee with:

a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY 20 and FY 21, to date;

Answer:

Dr. Faith Gibson Hubbard	Cell phone
Gloria Martinez	Cell phone
Phuong Nguyen	Cell phone
Thomas Yabroff	Cell phone
Quinting Lacewell	Cell phone
Nelson Johnson	Cell phone
Monica Waters	Cell phone

b. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned as well as a description of all vehicle accidents involving the agency's vehicles in FY 20 and FY 21, to date;

Answer: MOCA did not own or lease a vehicle in FY20 or FY21.

c. A list of travel expenses, arranged by employee for FY 20 and FY 21, to date, including justification for travel;

Answer: MOCA did not incur travel expenses in FY20 and FY21 to date.

d. A list of total workers' compensation payments paid in FY 20 and FY 21, to date, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.

Answer: MOCA did not have any workers' compensation claims in FY20 or FY21

15. Please separately list each employee whose salary was \$100,000 or more in FY 20 and FY 21, to date. Provide the name, position number, position title, program, activity, salary, and fringe. In addition, state the amount of any overtime or bonus pay received by each employee on the list.

Answer:

Posn Nbr	Title	Name	Empl Rcd	Hire Date	Vac Stat	Grade	Step	Salary	Fund Code	Prgm Code	Activity
00042740	Director, Community Affairs	Hubbard, Faith Gibson	0	5/18/2015	F	10	0	\$150,955.46	0100	5019	5019
00042837	Chief of Staff	Martinez, Gloria	0	4/18/2016	F	7	0	\$105,617.75	0100	5019	5019

16. Please list in descending order the top 25 overtime earners in your agency in FY 20 and FY 21, to date, if applicable. For each state the employee's name, position number, position title, program, activity, salary, fringe, and the aggregate amount of overtime pay earned by each.

Answer: In FY20 and FY21 to date MOCA did not have any overtime earners.

17. For FY 20 and FY 21, to date, please provide a list of employee bonuses, special pay granted, or separation pay issued, that identifies the employee receiving the bonus, special pay,

or separation pay, the amount received, and the reason for the bonus, special pay, or separation pay.

Answer: In FY20 and FY21 to date MOCA employees did not receive bonuses nor special pay.

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

Answer: MOCA does not have a collective bargaining agreement in effect.

19. Please provide a list of any training or continuing education opportunities made available to agency employees. For each training or continuing education program, please provide the subject of the training, the names of the trainers, and the number of agency employees that were trained.

Answer: Sexual Harassment; Ethics; John Hopkins COVID Contact Tracing; and IT Security.

20. Does the agency conduct annual performance evaluations of all its employees? If so, who conducts such evaluations? If not, what steps are taken to ensure that all agency employees are meeting individual job requirements?

Answer: MOCA conducts annual performance evaluations for all employees. These evaluations are conducted by the Chief of Staff to assess staff performance goals and work progress. Information is presented to the Director for further evaluation and additional information.

21. Please describe what strategies the agency is using to improve employee retention.

Answer: MOCA works to encourage leadership development through training and strategic engagement. MOCA aligns staff with projects that foster their strength, development, and personal passion.

22. For FY 20 and FY 21, to date, what was the total agency cost for mobile communications and devices, including equipment and service plans?

Answer: The total for MOCA as part of The Executive Office of the Mayor's mobile communications and devices for FY20 and for FY21, to date.

23. For FY 20 and FY 21, to date, please list all intra-District transfers to or from the agency.

Answer: MOCA did not have any intra-District transfers in FY20 and FY21, to date.

24. For FY 20 and FY 21, to date, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:

- a. The revenue source name and code;*
- b. The source of funding;*
- c. A description of the program that generates the funds;*
- d. The amount of funds generated by each source or program;*
- e. Expenditures of funds, including the purpose of each expenditure; and*
- f. The current fund balance.*

Answer: MOCA did not have any special purpose revenue funds in FY20 or FY21 to date.

25. For FY 20 and FY 21, to date, please list any purchase card spending by the agency, the employee making each expenditure, and the general purpose for each expenditure.

Answer:

FY21 MOCA PURCHASE CARD SPENDING				
PURCHASE DATE	SERVICE/SUPPLY	AMOUNT	Agency	Description of Charge
9/30/20	Senoda INC	5,000.00	MOCA	Office Support
10/21/20	MONARCH BROADCAST	2,587.96	MOCA	Office Support
11/5/20	Calendly	864	MOCA	Office Support
12/2/20	Multicultural	2,391.60	MOCA	Office Support
12/11/20	GameDay Apparel	1,050.00	MOCA	Office Support
12/15/20	Senoda Inc	5,000.00	MOCA	Printing
12/16/20	Senoda Inc	95	MOCA	Printing
12/16/20	Senoda Inc	95	MOCA	Printing
12/16/20	Senoda Inc	95	MOCA	Printing
12/16/20	Senoda Inc	95	MOCA	Printing
12/16/20	Senoda Inc	4,999.70	MOCA	Printing
12/30/20	All About Challenge	4,996.38	MOCA	Office Support
1/20/21	Dell	3,342.70	MOCA	Software Licensing

FY20 MOCA PURCHASE CARD SPENDING					
PURCHASE DATE	SERVICE/SUPPLY	AMOUNT	Agency	Description of Charge	
10/2/19	SUB WASHPOST	15.90	MOCA	Office Support	
10/11/19	PayPal DAD GANG	5,000.00	MOCA	Office Support	
10/16/19	Clear Channel OutDoor	1,600.00	MOCA	Office Support	
10/17/19	Standard Office	543.56	MOCA	Office Supplies	
10/24/19	AMAN MKTP	29.37	MOCA	Office Support	
10/24/19	OutFront Media	4,555.00	MOCA	Office Support	
10/24/19	OutFront Media	650.00	MOCA	Office Support	
10/24/19	OutFront Media	1,100.00	MOCA	Office Support	
10/25/19	AMAN MKTP	72.95	MOCA	Office Support	
10/25/19	Amazon	54.04	MOCA	Office Support	
10/25/19	Fun Central	590.44	MOCA	Office Support	
10/29/19	SUB WASHPOST	15.90	MOCA	Office Support	
10/29/19	FedEx Office	346.65	MOCA	Printing	
10/30/19	SUB WASHPOST	-9.06	MOCA	refund on taxes	
11/4/19	4IMPRINT	2,660.11	MOCA	Office Support	
11/12/19	PayPal WillieJolle	618.75	MOCA	Office Support	
11/15/19	PayPal Calprogroup	1,627.95	MOCA	Office Supplies	
11/18/19	PayPal Lewiwoodzel	450.00	MOCA	Office Support	
11/18/19	PayPal Lewiwoodzel	-450.00	MOCA	Office Support	
11/18/19	PayPal Lewiwoodzel	463.35	MOCA	Office Support	
11/20/19	PayPal Michaelscre	130.00	MOCA	Office Support	
11/22/19	Metropolitan Office	698.40	MOCA	Office Support	
11/22/19	4ALLPROMOS	2,656.37	MOCA	Office Support	
11/26/19	EveryThingBranded	4,995.00	MOCA	Office Support	
11/26/19	SUB WashPost	15.00	MOCA	Office Support	
12/13/19	Stone Enterprises	2,545.00	MOCA	Office Support	
12/16/19	Blue Boy	2,100.00	MOCA	Printing	
12/16/19	4IMPRINT	2,587.80	MOCA	Printing	
12/16/19	Senoda Inc	5,000.00	MOCA	Printing	
12/16/19	Senoda Inc	2,500.00	MOCA	Printing	
12/19/19	PayPal AMANDA	741	MOCA	Office Support	
12/23/19	Senoda Inc	95	MOCA	Printing	
1/1/20	Sub WashPost	15	MOCA	Office Support	
1/4/20	Dell	3,750.88	MOCA	Office Support	
1/10/20	Senoda Inc.	1,665.00	MOCA	Office Support	
1/21/20	Sub WashPost	15	MOCA	Office Support	
1/30/20	Hootsuite	189	MOCA	Office Support	
2/6/20	PayPal CHECKITENTE	4,000.00	MOCA	Office Support	
2/6/20	Senoda	2,870.00	MOCA	Printing	
2/10/20	Blue Boy Printing	480	MOCA	Printing	
2/10/20	Standard Office	65.17	MOCA	Office Supplies	
2/12/20	PayPal CHECKITENTE	2,750.00	MOCA	Office Support	
2/18/20	SUB WASH	15	MOCA	Office Support	
2/18/20	Metropolitan	549.49	MOCA	Office Support	
2/26/20	Amazon.Com	163	MOCA	Office Support	
2/26/20	Standard Office	182.56	MOCA	Office Supplies	
2/29/20	HootSuite	189	MOCA	Office Support	
3/17/20	SUB WASHPOST	15	MOCA	Office Support	
3/30/20	HootSuite	189	MOCA	Office Support	
4/3/20		4,999.00	MOCA	Shredder	
4/23/20		4,287.00	MOCA	Laptops	
9/21/20	Pacers Events LLC	2,970.00	MOCA	Office Support	
9/21/20	Senoda Inc	1,337.00	MOCA	Printing	
9/21/20	Senoda Inc	95	MOCA	Printing	
9/21/20	Senoda Inc	95	MOCA	Printing	

26. Please list and provide a copy of all memoranda of understanding (“MOU”) entered into by your agency during FY 20 and FY 21, to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date.

Answer: MOCA did not enter into any MOU in FY20 or FY21.

27. Please list all open capital projects and capital projects in the financial plan under the agency’s purview, including the amount budgeted, actual dollars spent so far, any remaining balances, and the status of the project. In addition, please provide a description of any projects which are experiencing delays or which require additional funding.

Answer: MOCA did not have any capital projects.

28. Please provide a table showing your agency’s Council-approved budget, revised budget (after reprogrammings, etc.), and actual spending, by program, activity, and funding source for FY 20 and the first quarter of FY 21. Please detail any over- or under-spending and if the agency had any federal funds that lapsed.

Answer:

Appropriated Fund	Comp Source Group	FY 2020 Approved Budget	FY 2020 Revised Budget	FY 2020 Expenditures	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2021 Expenditures
0100	0011	\$316,895.64	\$316,895.64	\$617,572.50	\$471,188.90	\$471,188.90	\$178,788.97
	0012	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,670.34
	0013	\$0.00	\$0.00	\$6,894.08	\$0.00	\$0.00	\$0.00
	0014	\$66,231.19	\$66,231.19	\$128,675.00	\$91,410.64	\$91,410.64	\$36,396.30
	0020	\$0.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00	\$0.00
	0040	\$0.00	\$100,000.00	\$76,989.07	\$90,979.40	\$90,979.40	\$0.00
Grand Total		\$383,126.83	\$483,126.83	\$830,130.65	\$658,578.94	\$658,578.94	\$217,855.61

29. Please provide a list of all budget enhancement requests (including capital improvement needs) made for FY 21 or FY 22. For each, include a description of the need and the amount of funding requested.

Answer: No enhancements were requested for FY21 or FY22.

30. Please list, in chronological order, each reprogramming that impacted the agency in FY 20 and FY 21, to date, including those that moved funds into the agency, out of the agency, and within the agency. For each reprogramming, list the date, amount, rationale, and reprogramming number.

Answer: MOCA did not have any reprogramming for FY20 and FY21, to date.

31. Please list each grant or sub-grant received by your agency in FY 20 and FY 21, to date. List the date, amount, source, purpose of the grant or sub-grant received, and amount expended.

Answer: MOCA did not receive grants in FY20 or FY21 to date.

32. How many FTEs are dependent on grant funding? What are the terms of this funding? If it is set to expire, what plans, if any, are in place to continue funding the FTEs?

Answer: MOCA does not have FTEs that are dependent on grant funding.

33. Please list each contract, procurement, and lease entered into or extended by your agency during FY 20 and FY 21, to date. For each contract, please provide the following information where applicable:

- a. The name of the contracting party;**
- b. The nature of the contract, including the end product or service;**
- c. The dollar amount of the contract, including amount budgeted and amount actually spent;**
- d. The term of the contract;**
- e. Whether the contract was competitively bid;**
- f. The name of the agency's contract monitor and the results of any monitoring activity; and**
- g. The funding source.**

Answer: MOCA did not enter into a contract, procure or enter into a lease during FY20 or FY21 to date.

34. What is your agency's current adjusted expendable budget for CBE compliance purposes? How much has been spent with SBEs or CBEs? What percent of the agency's current adjusted expendable budget has been spent with SBEs or CBEs?

Answer: As MOCA's is not a stand-alone budget, but rather a line item in the EOM agency budget, it's CBE expenditure threshold, compliance and goals are incorporated across the EOM budget. The CBE spend and compliance are reported in the EOM submission.

35. Please list all pending lawsuits that name the agency as a party. Identify which cases on the list are lawsuits that potentially expose the District to financial liability or may result in a change in agency practices and describe the current status of the litigation. Please provide the extent of each claim, regardless of its likelihood of success.

Answer: MOCA does not have any pending lawsuits.

36. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY 20 or FY 21, to date, and provide the parties' names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

Answer: MOCA did not have any settlements in FY20 or FY21 to date.

37. Please list the administrative complaints or grievances that the agency received in FY 20 and FY 21, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to the agency policies or procedures that have resulted from complaints or grievances that were resolved in FY 20 or FY 21, to date.

Answer: MOCA did not receive any administrative complaints or grievances in FY20 and FY21 to date.

38. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any sexual harassment allegations received by the agency in FY 20 and FY 21, to date, and whether or not those allegations have been resolved.

Answer: MOCA follows EOM procedures for investigating allegations of sexual harassment or misconduct. MOCA had no allegations in FY20 and have none so far in FY21.

39. Please list and describe any spending pressures the agency experienced in FY 20 and any anticipated spending pressures for the remainder of FY 21. Include a description of the pressure and the estimated amount. If the spending pressure was in FY 20, describe how it was resolved, and if the spending pressure is in FY 21, describe any proposed solutions.

Answer: MOCA did not have any spending pressures in FY20 and FY21 to date.

40. Please provide the number of FOIA requests for FY 20, and FY 21, to date, that were submitted to your agency. Include the number granted, partially granted, denied and pending. In addition, please provide the average response time, the estimate number of FTEs required to process requests, the estimated number of hours spend responding to these requests, and the cost of compliance.

Answer: MOCA did not have any FOIA requests in FY20 and FY21 to date.

41. Please identify all electronic databases maintained by your agency, including the following:

- a. A detailed description of the information tracked within each system;**
- b. The age of the system and any substantial upgrades that were made in FY 20 or FY 21, to date, or that are planned for the system;**
- c. Whether the public is currently granted access to all or part of each system; and**
- d. Whether the public could be granted access to all or part of each system.**

Answer: MOCA uses a contact management system to track residents, demographic information, and contact information. Additionally, MOCA utilizes a marketing platform to provide periodic updates to their mailing list. MOCA staff has access to this system, the public does not have access to this system.

42. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency that were completed during FY 20 and FY 21, to date.

Answer: MOCA did not have any ongoing investigations, audits or reports in FY20 or FY21 to date.

43. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or funded during FY 20 and FY 21, to date. Please submit a hard copy to the Committee of any study, research paper, report, or analysis that is complete.

Answer: MOCA did not have studies, research papers or reports prepared in FY20 or FY21 to date.

44. Please list any task forces, committees, advisory boards, or membership organizations in which the agency participates.

Answer: Not applicable

OFFICE OF COMMUNITY AFFAIRS

45. How does the Office of Community Relations and Services track engagement with constituents in need of support? How does the Office track the timeliness of its response to those constituents?

Answer: The Mayor's Office of Community Relations and Services utilizes a Customer Relations Management software to notate engagements and monitor the progress of the concern and/or requested service.

46. How many community meetings did staff of the Office of Community Relations and Services attend in FY 20, and FY 21, to date. Please include both meetings attended in-person and virtually.

Answer: The Mayor's Office of Community Relations and Services attended a total of 40 telephone town halls; 400 ANC and civic association meetings, and 100 special meetings for a total of 540 meetings so far in FY21. Our team participated in 172 ANC and civic association meetings each month in FY 20 for a total of 1032 in person meetings; 48 tele town hall meetings; 205 virtual ANC meetings; 120 virtual civic association meetings for an engagement total of 1405 engagements.

47. How has the staff of the Office of Community Affairs adapted to operations during the public health emergency? What forms of community outreach engagement have proven fruitful for the Office since the onset of the pandemic?

Answer: MOCA has relied on technology to make this happen. One of the ways we have done this is by utilizing a virtual calendar platform to allow our DC Hope grantees to schedule their site visits when it is suitable to them. This allowed ease of planning for our 70+ site visits that had to be turned virtual. We were able to leverage the use of virtual meeting platforms to host these meetings with stakeholders and grantees alike. We have supported social distanced events throughout this pandemic because we believe in meeting people where they are. We were able to assist with mobile food banks and registration of seniors for vaccines by means of these social distanced events.

48. In the past, the Office of Community Affairs has coordinated trainings for the community on topics including salary negotiations, financial literacy, cultural competence, and career readiness, among other topics. Please provide a list of the dates and topics of any such trainings coordinated by the Office of Community Affairs in FY 20 and FY 21, to date.

Answer: MOCA Offices have conducted trainings such as financial literacy, salary negotiations, and parental workshops. These trainings are conducted at the office level with support from the MOCA core team.

49. Please provide illustrative examples of improvements to agency services or operations that arose from the engagement of the Office of Community Affairs in FY 20 and FY 21, to date.

Answer: One great example of improvements to agency services is the Multicultural Resource Fair that took place in Jan 2020, this was a great way in which MOCA was able to find a way to pool resources and service several constituent groups in one central location in a collaborative way. Another example of improvements to agency operations is the streamlining of translation services that are requested from the agency. 3 of the 13 offices are tasked with translating documents at a moment's notice to go out to various constituent groups. By providing one point of contact (MOCA Lead PIO) to funnel information to the groups helps eliminate potential duplication of efforts if requests are coming from a variety of government agencies.