

GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Deputy Mayor for Operations and Infrastructure



January 28, 2022

The Honorable Mary Cheh  
Chairperson  
Committee on Transportation and the Environment  
Council of the District of Columbia  
1350 Pennsylvania Avenue, NW  
Washington, DC 20004

Dear Chairperson Cheh:

Included with this letter are DMOI's responses to the Committee on Transportation and the Environment's pre-hearing questions in advance of the February 4, 2022, Performance Oversight Hearing.

I look forward to appearing before the Committee to discuss DMOI's operations during FY 2021 and FY 2022, to date. Please feel free to contact me at [Lucinda.Babers@dc.gov](mailto:Lucinda.Babers@dc.gov) if you have any questions or require additional information.

Sincerely,

Lucinda Babers  
Deputy Mayor for Operations and Infrastructure

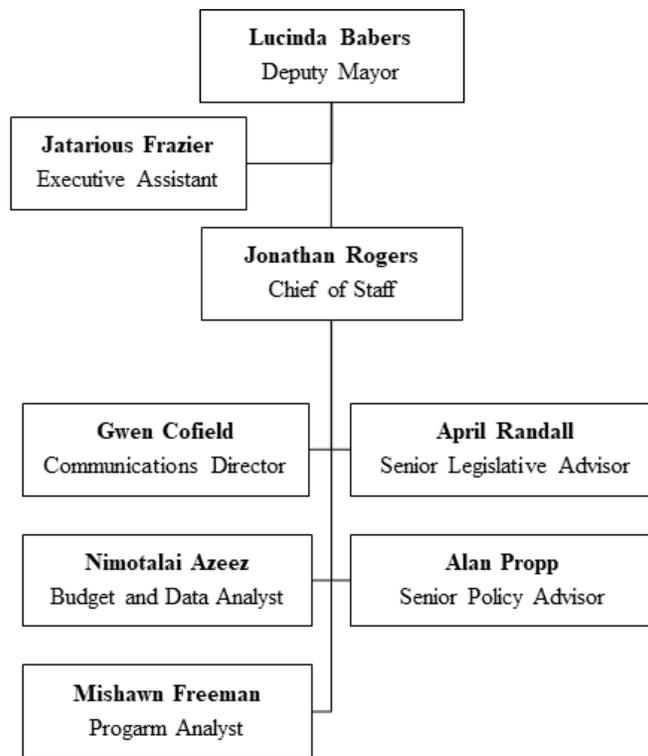
Enclosures

**2022 Performance Oversight Questions Part I**  
***Deputy Mayor for Operations and Infrastructure***

**A. ORGANIZATION AND OPERATIONS**

1. Please provide a complete, up-to-date **organizational chart** for the agency and each division within the agency, including the names and titles of all senior personnel. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.

**Response:** See below DMOI FY22 Organizational Chart (as of January 20, 2022) and information below outlining DMOI divisions/programs.



<b>DMOI Agency Divisions/Programs</b>		
<b>Division/Program</b>	<b>Sub-Division/ Activity</b>	<b>Description</b>
Deputy Mayor's Office	N/A	To support the Mayor by ensuring a strong and sustained District government focused on maintaining, strengthening, and investing in the District's infrastructure (built and natural environment) and delivering high-quality government services to residents, non-residents and businesses.

- Please include a list of the employees (name and title) for each subdivision and the number of vacant, frozen, and filled positions. For vacant positions, please indicate how long the position has been vacant.

**Response:** See DMOI’s FY22 Organizational Chart in response to Question #1. There are no subdivisions within the Deputy Mayor’s office. There are no vacant or frozen positions. All 8 DMOI positions are currently filled.

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

**Response:** There were not any changes to the organizational chart in FY 2021.

2. Please list each **new program** implemented by the agency during FY 2021 and FY 2022, to date. For each initiative please provide:
  - A description of the initiative, including when begun and when completed (or expected to be completed);
  - The funding required to implement the initiative;
  - Any documented results of the initiative.

New Initiative Description	Timeframe	Budget Required	Outcomes
<p><b>The Flood Task Force for the District of Columbia</b> was established by Office of City Administrator (OCA) in September 2021 to identify policies and projects to bolster flood readiness while equitably protecting the District’s residents and economy from the damage that floods can cause. The Task Force, chaired by the Department of Energy and Environment and DC Water, reports to DMOI.</p>	<p>The Task Force, which meets every two months, held its first meeting on November 17, 2021.</p>	<p>No budget required for planning process</p>	<p>Residential Resilience, Governance and Coordination Action Teams regularly convene to prioritize potential actions</p>

3. Please provide a complete, up-to-date **position listing** for your agency, ordered by program and activity, and including the following information for each position:
  - Title of position;

- Name of employee or statement that the position is vacant, unfunded, or proposed;
- Date employee began in position;
- Salary and fringe benefits (separately), including the specific grade, series, and step of position;
- Job status (continuing/term/temporary/contract);
- Whether the position must be filled to comply with federal or local law.

*Please note the date that the information was collected*

**Response:** See attachment A (DMOI Positions).

4. Does the agency conduct annual **performance evaluations** of all of its employees, and was this done in FY 2021? Who conducts such evaluations? What are they performance measures by which employees are evaluated? What steps are taken to ensure that all agency employees are meeting individual job requirements? What steps are taken when an employee does not meet individual job requirements?

**Response:** At the beginning on FY2021, DMOI staff, in collaboration with management, established SMART (Specific, Measurable, Achievable, Relevant and Time-Related) goals, which were then entered into the PeopleSoft performance management system. Employees' performance measures are mainly related to agency follow-up and customer service.

Management meets at least monthly with employees and provides feedback on performance and coaching. If necessary, employees are placed on Performance Improvement Plans to further monitor performance and provide training/counseling/coaching.

The end-of-year performance evaluations were reviewed and approved by the Deputy Mayor. For FY21, 100% of eligible DMOI employees received performance evaluations from their manager.

5. Please list all **employees detailed** to or from your agency, if any. Please provide the reason for the detail, the detailed employee's date of detail, and the detailed employee's projected date of return.

**Response:** There are not any employees detailed to or from DMOI.

6. Please provide the position name, organization unit to which it is assigned, and hourly rate of any **contract workers** in your agency, and the company from which they are contracted.

**Response:** DMOI does not have any contract workers.

7. Please provide the Committee with:

- A list of all employees who receive cellphones or similar communications devices at agency expense.

**Response:** See the table below:

Name	Laptop	Cell Phone	iPad
Randall, April	X	X	
Babers, Lucinda	X	X	
Azeez, Nimotalai	X	X	
Rogers, Jonathan	X	X	X
Propp, Alan	X	X	
Frazier, Jatarious	X	X	
Cofield, Gwendolyn	X	X	
Freeman, Mishawn	X	X	

- Please provide the total cost for mobile communications and devices at the agency for FY 2021 and FY 2022 to date, including equipment and service plans.

**Response:** Please see the information below:

FY21 Mobile Communication Costs: \$5,031.99  
 FY22 YTD Mobile Communication Costs: \$1,192.35

- A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned.

**Response:** DMOI does not own, lease, or otherwise use any vehicles.

- A list of employee bonuses or special award pay granted in FY 2021 and FY 2022, to date.

**Response:** DMOI did not award any bonuses or special award pay in FY 2021 or FY 2022, to-date.

- A list of travel expenses, arranged by employee.

**Response:** There were not any travel expenses in FY 2021.

- A list of the total overtime and worker's compensation payments paid in FY 2021 and FY 2022, to date.

**Response:**

FY 2021 overtime: \$4,668  
 FY 2022 YTD overtime: \$359

8. Please provide a list of each **collective bargaining agreement** that is currently in effect for agency employees.
- Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.

**Response:** There are not any collective bargaining agreements currently in effective for DMOI's employees.

- Please provide, for each union, the union leader's name, title, and his or her contact information, including e-mail, phone, and address if available.

**Response:** N/A

- Please note if the agency is currently in bargaining and its anticipated completion date.

**Response:** N/A

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

**Response:** DMOI does not maintain any electronic databases.

- A detailed description of the information tracked within each system;

**Response:** N/A

- The age of the system and any discussion of substantial upgrades that have been made or are planned to the system;

**Response:** N/A

- Whether the public can be granted access to all or part of each system.

**Response:** N/A

10. Please describe the agency's procedures for investigating allegations of **sexual harassment** or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY 2021 and FY 2022, to date, and whether and how those allegations were resolved.

**Response:** DMOI follows the procedures outlined in Mayor’s Order 2017-313, December 18, 2017, as it relates to sexual harassment allegations and investigations.

There were no sexual harassment allegations received by DMOI in FY2021 and FY2022 to date.

11. For any **boards or commissions** associated with your agency, please provide a chart listing the following for each member:

- The member’s name;
- Confirmation date;
- Term expiration date;
- Whether the member is a District resident or not;
- Attendance at each meeting in FY 2021 and FY 2022, to date.
- Please also identify any vacancies.

**Response:** There are not any boards or commissions associated with DMOI.

12. Please list the **task forces and organizations**, including those inside the government such as interagency task forces, of which the agency is a member and any associated membership dues paid.

**Response:** See the table below:

<b>Task Force Name</b>	<b>Task Force Type</b>	<b>DMOI Task Force Member</b>	<b>Dues Amount</b>
Vision Zero Working Group	Interagency	Lucinda Babers Alan Propp Jonathan Rogers	None
Autonomous Vehicles Working Group	Interagency	Alan Propp	None
Undergrounding Project Consumer Education Task Force	Interagency	Jonathan Rogers Mishawn Freeman	None
Underground Facilities Protection Advisory Committee	Interagency	Alan Propp	None
Interagency Parking Enforcement Coordination	Interagency	Alan Propp Jonathan Rogers Mishawn Freeman	None
DC Flood Task Force	Interagency	Lucinda Babers Alan Propp	None
Interagency Municipal Transportation Electrification Group	Interagency	Alan Propp	None
Anacostia Waterfront Working Group	Interagency	Alan Propp	None

Lead Free DC – Lead Service Line Replacement working group	Interagency	Jonathan Rogers Jatarious Frazier	None
Vacant Buildings Group	Interagency	Mishawn Freeman April Randall	None
Interagency Committee on Racial Equity	Interagency	Nimotalai Azeez April Randall	None

13. How does the agency solicit **feedback** from the public? Please describe.

**Response:** Since DMOI is not an operational agency with operational programs, the office does not typically solicit feedback from the public. However, we support any feedback mechanisms used by agencies under our purview. Also, the public can contact us via phone, website, and social media.

In September 2021, we conducted an online survey on how the public submits and resolves 311 requests and their general use of in-person services as the city reopened.

- What is the nature of comments received? Please describe.

**Response:** Regarding the few comments received from the public via our website and social media, virtually all involve resolving a customer issue with agencies under our purview. Although there were not many survey respondents, DMOI was able to glean the following useful information:

- 1) 60% of the respondents contacted 311 by telephone and 40% used the 311 app
- 2) about 52% of the respondents said they tried to resolve their issues directly with the agency before contacting DMOI; and
- 3) 70% of respondents say they check the agency’s website first to see if there is an online service.

- How has the agency changed its practices as a result of such feedback?

**Response:** DMOI’s consistent procedures involve following up with the agency and monitoring to determine any patterns in the comments received. Regarding the online survey, we shared the results with DMOI staff that directly address 311 issues to determine what, if anything, should be shared with the Office of Unified Communications (OUC) or changed regarding DMOI procedures considering the small sample of respondents.

14. Please complete the following chart about the residency of **new hires**:

**Number of Employees Hired in FY 2021**

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing	2	1
Term	0	0
Temporary	0	0
Contract	0	0

**Number of Employees Hired in FY 2022, to date**

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing	0	0
Term	0	0
Temporary	0	0
Contract	0	0

15. Please provide the agency's FY 2021 Performance Accountability Report.

**Response:** See Attachment B (DMOI's FY 2021 Performance Accountability Report).

**B. BUDGET AND FINANCE**

16. Please provide a chart showing the agency's **approved budget and actual spending**, for FY 2021 and FY 2022, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

**Response:** See the chart below:

<b>FY 2021 Budget vs. Actuals</b>				
<b>Year End</b>				
<b>Program</b>	<b>Budget</b>	<b>Actuals</b>	<b>Variance</b>	<b>Notes</b>
Performance Management	\$1,297,579	\$1,156,455	\$141,124	Insignificant variance
<b>FY 2022 Budget vs. Actuals</b>				
<b>Thru December</b>				
<b>Program</b>	<b>Budget</b>	<b>Actuals</b>	<b>Variance</b>	<b>Notes</b>
Performance Management	\$1,244,138	\$323,280	\$920,858	Variance on track for end of year spending

17. Please list any **reprogrammings**, in, out, or within, related to FY 2021 or FY 2022 funds. For each reprogramming, please list:

- The reprogramming number;
- The total amount of the reprogramming and the funding source (i.e., local, federal, SPR);
- The sending or receiving agency name, if applicable;
- The original purposes for which the funds were dedicated;
- The reprogrammed use of funds.

**Response:** There are not any reprogrammings in, out, or within, related to DMOI's FY 2021 or FY 2022 funds.

18. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY 2021 and FY 2022, to date, including:

- Buyer agency and Seller agency;
- The program and activity codes and names in the sending and receiving agencies' budgets;
- Funding source (i.e. local, federal, SPR);
- Description of MOU services;
- Total MOU amount, including any modifications;
- The date funds were transferred to the receiving agency.

**Response:** See the charts below:

<b>Deputy Mayor for Operations and Infrastructure</b>						
<b>FY 2021 Intra-Districts</b>						
<b>DMOI as the Buyer</b>						
<b>Seller Agency</b>	<b>Appr Fund</b>	<b>Description of Service</b>	<b>Amount Advanced</b>	<b>Amount Billed</b>	<b>Amount Returned</b>	<b>Net Balance</b>
OCP	0100	Purchase Card	\$10,133.91	\$10,133.91	\$0.00	\$0.00
OUC	0100	311 Services	\$1,286.96	\$1,286.96	\$0.00	\$0.00
<b>Grand Total</b>			<b>\$11,420.87</b>	<b>\$11,420.87</b>	<b>\$0.00</b>	<b>\$0.00</b>

Deputy Mayor for Operations and Infrastructure						
FY 2022 Intra-Districts						
(thru December)						
DMOI as the Buyer						
Seller Agency	Appr Fund	Description of Service	Amount Advanced	Amount Billed	Amount Returned	Net Balance
OCP	0100	Purchase Card	\$10,000.00	\$1,353.94	\$0.00	\$8,646.06
		<b>Grand Total</b>	\$10,000.00	\$1,353.94	\$0.00	\$8,646.06

19. Please provide a list of all **MOUs** in place during FY 2021 and FY 2022, to date, that are not listed in response to the question above.

**Response:** In addition to the information provided in the charts in response to question #18, DMOI is a buyer agency for the following MOUs in FY 2021 and FY 2022.

- EOM Support Services
- OUC 311 Salesforce Licenses

20. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY 2021 and FY 2022, to date. For each account, please list the following:

- The revenue source name and code;
- The source of funding;
- A description of the program that generates the funds;
- The amount of funds generated by each source or program in FY 2021 and FY 2022, to date;
- Expenditures of funds, including the purpose of each expenditure, for FY 2021 and FY 2022, to date.

**Response:** There were not any special purpose revenue accounts maintained by, used by, or available for DMOI's use during FY 2021 and FY 2022, to date.

21. Please provide a list of all projects for which your agency currently has **capital funds** available. Please include the following:

- A description of each project, including any projects to replace aging infrastructure (e.g., water mains and pipes);
- The amount of capital funds available for each project;
- A status report on each project, including a timeframe for completion;
- Planned remaining spending on the project.

**Response:** There are not any projects for which DMOI currently has capital funds available.

22. Please provide a complete accounting of all **federal grants** received for FY 2021 and FY 2022, to date, including the amount, the purpose for which the funds were granted, whether those purposes were achieved and, for FY 2021, the amount of any unspent funds that did not carry over.

**Response:** DMOI did not receive any federal grants in FY 2021 or FY 2022, to date.

23. Please list each contract, procurement, lease, and grant ("**contract**") awarded, entered into, extended and option years exercised, by your agency during FY 2021 and FY 2022, to date. For each contract, please provide the following information, where applicable:

- The name of the contracting party;
- The nature of the contract, including the end product or service;
- The dollar amount of the contract, including budgeted amount and actually spent;
- The term of the contract;
- Whether the contract was competitively bid or not;
- The name of the agency's contract monitor and the results of any monitoring activity;
- Funding source;
- Whether the contract is available to the public online.

**Response:** There were not any contracts, procurements, lease, or grants awarded to DMOI during FY 2021 or FY 2022, to date.

24. Please provide the details of any **surplus** in the agency's budget for FY 2021, including:

- Total amount of the surplus;
- All projects and/or initiatives that contributed to the surplus.

**Response:** See the chart provided in response to question #16 and the notes.

### C. **LAWS, AUDITS, AND STUDIES**

25. Please identify any **legislative requirements** that the agency lacks sufficient resources to properly implement.

**Response:** There are not any legislative requirements the agency lacks sufficient resources to properly implement. As an oversight body, DMOI's mission is to facilitate the efficient and effective implementation of the objectives and missions of its cluster agencies.

26. Please identify any statutory or regulatory **impediments** to your agency's operations or mission.

**Response:** There are not any statutory or regulatory impediments to DMOI's operations or mission. As an oversight body, DMOI's mission is to facilitate the efficient and effective implementation of the objectives and missions of its cluster agencies.

27. Please list all **regulations** for which the agency is responsible for oversight or implementation. Where available, please list by chapter and subject heading, including the date of the most recent revision.

**Response:** DMOI does not have any regulations it is directly responsible for oversight or implementation. As an oversight agency, DMOI is indirectly responsible for the oversight and implementation of all regulatory authority amongst its cluster agencies.

28. Please explain the impact on your agency of any **federal legislation or regulations** adopted during FY 2021 that significantly affect agency operations or resources.

**Response:** There was not any federal legislation or regulations adopted in Fiscal Year 2021 directly impacting DMOI's operations or resources.

29. Please provide a list of all studies, research papers, and analyses ("**studies**") the agency requested, prepared, or contracted for during FY 2021. Please state the status and purpose of each study.

**Response:** DMOI did not request, prepare, or contract with any third-party companies to prepare any studies, research papers, or analyses in FY 2021 or FY 2022, to date.

30. Please list and describe any ongoing **investigations**, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2021 and FY 2022, to date.

**Response:** There were not any ongoing investigations, audits, or reports pertaining DMOI in FY 2021 or FY 2022, to date.

31. Please identify all **recommendations** identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years. Please provide an update on what actions have been taken to address these recommendations. If the recommendation has not been implemented, please explain why.

**Response:** DMOI has not received any recommendations from the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years.

32. Please list any **reporting** requirements required by Council legislation and whether the agency has met these requirements.

**Response:** There are not any reporting requirements required by Council legislation DMOI must comply with.

33. Please list all pending **lawsuits** that name the agency as a party, and provide the case name, court where claim was filed, case docket number, and a brief description of the case.

**Response:** There are not any pending lawsuits involving DMOI as a named party.

34. Please list all **settlements** entered into by the agency or by the District on behalf of the agency in FY 2021 or FY 2022, to date, including any covered by D.C. Code § 2-402(a)(3), 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.).

**Response:** DMOI did not enter into any settlements in FY 2021 or FY 2022, to date.

35. Please list any **administrative complaints or grievances** that the agency received in FY 2021 and FY 2022, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. For any complaints or grievances that were resolved in FY 2021 or FY 2022, to date, describe the resolution.

**Response:** DMOI did not receive any administrative complaints or grievances in FY 2021 or FY 2022, to date.

#### **D. PROGRAM-SPECIFIC QUESTIONS**

36. Please list and describe DMOI's major accomplishments in FY 2021.

**Response:** In FY2021, DMOI had the following accomplishments:

- Coordinated with agencies to complete a budget equity assessment of proposed reductions and enhancements. Then, as a cluster, created a voluntary DMOI Equity Council.
- Coordinated with DFHV to create and propel DC SchoolConnect, a new program that provides transportation to DC students in a safer alternative to and from schools.
- Increased cluster agencies' commitment to employee performance management with 99.74% FY20 evaluation completions and 98.99% FY21 plan completions. Both percentages are increases over the FY20 process.
- Launched DMOI cluster biannual newsletter providing agency information and accomplishments.
- Identified new or revised cluster agency reporting requirements and established annual and biennial agency review and updating of reporting requirements.

37. What, if any, functions has DMOI taken over from its subordinate agencies in the past year?

**Response:** DMOI did not take over any subordinate agency's functions in FY 2021.

38. How has DMOI improved coordination between agencies under its purview in the last year?

- Please give examples of times DMOI has stepped in to assist District residents and improve the coordination or functioning of the agencies under its purview.

**Response:** DMOI is most effective in ensuring there is agency coordination and helping to deconflict any initiatives, programs, or operations individual agencies conduct that may have had unintended consequences for sister agencies were it not for high-level coordination. DMOI engages in direct customer service with residents who are unsure which agency provides which service or to clarify an agency's processes. Ideally, DMOI coordination among agency leadership results in smooth functioning and coordination among DMOI agencies, which helps to prevent problems with the services that District residents receive.

Successful examples in this regard include interagency coordination related to transportation functions, such as District Department of Transportation (DDOT), the Department of Public Works (DPW), the Department of Motor Vehicles (DMV), and the Department of For-Hire Vehicles (DFHV). DMOI's coordination with these agencies will help to ensure that a resident's or business owner's complaint about the new ParkDC program, for example, is addressed by proper parking

management at DDOT, effective enforcement related to abandoned vehicles by DPW, and fair adjudication by DMV.

Complaints about illegal construction are more easily resolved when DMOI ensures high-level collaboration between Department of Consumer and Regulatory Affairs (DCRA) and DDOT, both of whom issue construction permits for work to be performed in private and public space, respectively. DMOI regularly facilitates this kind of high-level coordination but is not typically involved in responding to a resident request for enforcement.

DMOI also convened and facilitated meetings between independent agencies, DDOT, and DCRA to plan and began implementation for the citywide Lead Pipe Replacement Program. DMOI also continued to facilitate meetings supporting the successful implementation of the District of Columbia Power Line Undergrounding (DC PLUG) initiative.

Lastly, DMOI also ensures the communications teams in each cluster agency meets jointly to better collaborate and to ensure consistent messaging. DMOI carefully assesses media and marketing materials and connects agencies to discuss cases where those materials cut across multiple agencies, and thus, require their input and involvement.

39. Please provide examples of the type of data DMOI is using to make decisions and develop services for the agencies under its purview.

**Response:** DMOI routinely utilizes both quantitative and qualitative data to analyze agency operations and services to recommend improvements in numerous venues, including but not limited to:

- The use of system-wide and acute traffic safety data to identify trends and apply remedies at a broad level;
- The frequency of and geographic nature of customer service and 311 requests regarding agency performance, policies, or processes to improve service;
- Utilizing annual performance metrics for cluster agencies in performance plans to continually advance agency goals;
- Assessing historical budget data to determine program funding levels; and
- Researching peer city departments and their services to use as benchmarks for new program and/or policy initiatives in the District.

#### **E. EQUITY**

40. How does the agency assess whether programs and services are equitably accessible to all District residents?

- What were the results of any such assessments in FY 2021?
- What changes did the agency make in FY 2021 and FY 2022, to date, or does the agency plan to make in FY 2022 and beyond, to address identified inequities in access to programs and services?
- Does the agency have the resources needed to undertake these assessments? What would be needed for the agency to more effectively identify and address inequities in access to agency programs and services

**Response:** During FY2021 and FY2022, to-date, DMOI did not conduct a formal assessment of whether DMOI cluster agency programs and services were equitably accessible to all residents because this will be the function of the Mayor’s Office of Racial Equity (ORE) in coordination with the individual agencies. However, during the formulation of the FY22 budget, DMOI created an equity template for cluster agencies to assess their programs regarding equity. The template was for both existing and newly requested programs. The agency information provided allowed DMOI to seek revisions to the requests or to strongly support the requests during the budget formulation process.

During the FY23 budget formulation, the Office of the City Administrator provided an equity template for all agencies to guide budget formulation. This template was created in coordination with ORE. To assist agencies in completing the template, DMOI’s budget and legislative representatives participated in a three-hour ORE training session in advance of our scheduled training dates. This training allows DMOI to assist cluster agencies in viewing processes, policies, and programs through an equity lens.

41. Does the agency have a racial or social equity statement or policy? Please share that document or policy statement with the Committee.
- How was the policy formulated?
  - How is the policy used to inform agency decision-making?
  - Does the agency have a division or dedicated staff that administer and enforce this policy?
  - Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?

**Response:** DMOI created a voluntary monthly Equity Council in March 2021. The Equity Council meets once a month consists of representatives from the DMOI cluster agencies. During these meetings, agencies are able to collaborate and share what initiatives they are working on and learn from other agencies.

As of January 2022, the Equity Council began the process of creating a mission, vision, and goals for the council. These documents will be finalized in FY 2022.

42. Does the agency have an internal equal employment opportunity statement or policy? Please share that document or policy statement with the Committee.

- How was the policy formulated?
- How is the statement or policy used to inform agency decision-making?
- Does the agency have a division or dedicated staff that administer and enforce this policy?
- Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?

**Response:** Since DMOI does not have direct hiring authority, we do not have an internal equal employment opportunity (EEO) statement or policy. We also do not have a Human Resource Director or Specialist. Instead, the DC Department of Human Services assists DMOI with its hiring needs. Therefore, we rely on the DCHR EEO statement, and any compliance requirements and assessments they conduct, as provided below:

*The District of Columbia Government is an Equal Opportunity Employer. All qualified candidates will receive consideration without regard to race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, disability, or political affiliation.*

#### **F. PUBLIC HEALTH EMERGENCY**

43. Please give an overview of any initiatives DMOI started in response to the Public Health Emergency due to COVID-19.

**Response:** DMOI shifted the focus of its functions to safe operations for District Government staff and providing services remotely or in-person where available, as the public health emergency required. During this time, DMOI instituted weekly meetings for purposes of disseminating COVID-19 information and to respond to any issues more quickly.

44. How has DMOI's operations been affected by COVID-19?

**Response:** During the beginning of the pandemic, DMOI pivoted to a 100% telework posture. This means meetings were conducted by conference calls or virtually via Microsoft Teams or WebEx Meetings. DMOI also supported to the Government Operations / Mission Support section of the Emergency Operations Center (EOC) for the COVID-19 response, while other DMOI staff also supported the EOC for interagency coordination, provision of personal protective equipment (PPE), and communications.

45. What percentage of DMOI's total employees currently work remotely?

**Response:** Since returning to in-person work in FY21, DMOI staff have reported in-person to the John A. Wilson building three out of five workdays per week, with the remaining two days for telework. Starting in the end of December 2021 and continuing through January 2022, all DMOI staff have been 100 % telework, five days per week.

46. Please provide a copy of the agency's Continuing Operations Plan and any remote working protocol (if applicable).

**Response:** Questions concerning the District's Continuing Operations Plan and telework protocol should be directed to the Office of the City Administrator.

47. What agency programs and services have been impacted by revenue loss during the FY 2021 and FY 2022, to date, if any?

**Response:** DMOI does not directly administer programs or services generating revenue.

48. How has the agency ensured that all staff have access to appropriate equipment and internet connection, so as to work from home? What happens if a worker did not have the right tech or a stable connection?

**Response:** Prior to the pandemic, all DMOI employees were provided government-issued laptop computers, phones, and access to internet-based meeting platforms which allowed them to telework.

49. How much federal stimulus relief was directed to the agency during FY 2021 and FY 2022, to date, and for what purposes was it used? Is the agency anticipating any funding from the most recent infrastructure bill, and how will that be factored into the upcoming budget submission or supplemental?

**Response:** DMOI did not receive any federal stimulus relief during FY 2021 or FY 2022. We do not anticipate any direct funding from the most recent infrastructure bill.

50. Was the agency a recipient of any other federal grants stemming related to the public health emergency?

**Response:** DMOI did not receive any federal grants related to the public health emergency.

51. For any reductions to services, programs, or staffing, please provide the agency's plans to mitigate those in future Fiscal Years.

**Response:** DMOI did not experience any significant reductions to services, programs, or staffing in our current budget.

52. What role has DMOI played in the Executive's response to COVID-19?

**Response:** During the pandemic, DMOI kept the Executive apprised of operational needs and process changes due to COVID PPE, facility cleaning, and staffing shortages. Several DMOI staff also participated in the Mission Support EOC related to COVID. DMOI's participation has helped craft the Executive's response to the pandemic.

**Attachments**

- A – DMOI FY22 Position List
- B – DMOI FY21 PAR

**2022 Performance Oversight Questions Part II**  
***Deputy Mayor for Operations and Infrastructure***

**A. TRANSIT AND TRANSPORTATION**

1. In the Committee on Transportation and the Environment’s FY21 budget report, we recommended that DMOI create a centralized database where transit and transportation data could be housed and analyzed. The reasoning behind this recommendation was that the District receives transportation data from numerous sources every day, all of which feed into various databases, making the data difficult to analyze and use. Aggravating and analyzing all of this data could reveal trends and better inform policy.
  - What has DMOI done to further explore or consider this idea?

**Response:** Although DMOI has not explored this idea, some transportation data is accessible to the public on OCTO’s [Open Data website](#) in the form of GIS data.

- What is DMOI’s opinion on this idea?

**Response:** DMOI believes this idea is worth exploring further with our cluster agencies.

- What obstacles are preventing DMOI from successfully implementing this idea, if any?

**Response:** Until we have explored this idea further, we cannot speculate on what obstacles may prevent implementing this idea.

- What would DMOI expect this to cost?

**Response:** Until we have explored this idea further, we do not have any cost estimates.

## Deputy Mayor for Operations and Infrastructure (DMOI) FY22 Position List

(As of January 21, 2022)

Position Number	Name	Title	District Start Date	Federal/Local Law to Fill	Position Status	Series	Grade	Step	Salary	Fringe
87571	Lucinda Babers	Deputy Mayor	6/21/1999	No	Continuing	0301	11	0	\$222,486	\$48,947
87570	April Randall	Senior Legislative Advisor	11/10/2008	No	Continuing	0301	15	0	\$132,628	\$29,178
99250	Mishawn Freeman	Program Analyst	9/16/2019	No	Continuing	0343	12	3	\$82,465	\$18,142
97844	Gwendolyn Cofield	Public Information Officer	1/4/2016	No	Continuing	1001	15	0	\$140,062	\$30,814
97735	Jatarious Frazier	Special Assistant	12/9/2019	No	Continuing	0301	11	8	\$76,867	\$16,911
87574	Nimotalai Azeez	Budget and Data Analyst	4/9/2018	No	Continuing	0301	14	3	\$112,503	\$24,751
87576	Jonathan Rogers	Chief of Staff	4/23/2012	No	Continuing	0301	09	0	\$147,794	\$32,515
95307	Alan Propp	Senior Policy Advisor	9/27/2021	No	Continuing	0301	14	4	\$115,889	\$25,496

# Deputy Mayor for Operations and Infrastructure FY2021

**Agency** Deputy Mayor for Operations and Infrastructure

**Agency Code** KOO

**Fiscal Year** 2021

**Mission** The mission of the Deputy Mayor for Operations and Infrastructure (DMOI) is to support the Mayor to ensure a strong and sustained District government focused on maintaining, strengthening, and investing in the District's infrastructure (built and natural environment) and delivering high-quality government services to residents, non-residents and businesses.

**Summary of Services** The Deputy Mayor for Operations and Infrastructure:

- Oversees the District government's performance of infrastructure and government services agencies;
- Develops strategies and policies to achieve the Mayor's infrastructure, mobility, sustainability, financial services, and government services goals by aligning agency budgets, engaging key stakeholders (including independent agencies), and ensuring the implementation of programs and operations;
- Works with agencies to achieve a safe, reliable, and robust multimodal transportation network focusing on pedestrians, bicycles, personal mobility devices, mass transit, for-hire vehicles, and motor vehicles; and
- Develops and assesses innovative ways to provide faster, more transparent and customer-friendly government services for residents, non-residents, and businesses, including licensing, permitting, inspections, financial services, solid waste collection, recycling, snow removal, street/sidewalk/alley repair, energy use, and ticketing.

## 2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY21, DMOI increased the core cluster agencies commitment to employee performance management with 99.74% FY20 evaluation completions and 98.99% FY21 plan completions. Both of these percentages are increases over the FY20 process.	This increase helps to create a productive and accountable workforce, which promotes the continuous professional development and growth of all employees.	n/a
In FY21, with DMOI's oversight, DFHV created and propelled DC SchoolConnect, a new program that gives transportation to DC students in a safer alternative to and from schools. DC SchoolConnect serves 25, middle, and high schools via dedicated shuttles.	DMOI and DFHV worked closely with the school administrator's of the 25 qualified schools to memorize the transportation needs and create a tailor made service for each school.	DCPS and charter school students East of the River in Safe Passage zones chose three "Microstops" or secure helpful areas where students are picked up within the morning and transported to school; and within the evening transported back to those same Microstops.
In FY21 DMOI committed itself to ensure a racially equitable government for District agencies, residents, and stakeholders. During the FY22 budget formulation process, we asked agencies to apply a racial and economic equity lens by completing a budget equity assessment of proposed reductions and enhancements. Then, as a cluster, we created a voluntary Equity Council, which met monthly, where agencies collaborated and shared what equity initiatives they were working on and learned from each other.	The formation of DMOI's equity council allowed our cluster agencies the opportunity to laser focus on best practices to ensure agencies' policies and programs were equitable.	In alignment with the REACH Act, DMOI's equity council helped to ensure policy decisions and programs were shaped with an racial equity lens to support the District's most vulnerable residents and stakeholders.

## 2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
<b>1 - Foster collaboration and coordination among District agencies, federal agencies, and the private sector to achieve District goals. (1 Measure)</b>											
Percent of key DMOI goals achieved in FY20	Quarterly	New in 2020	50%	80%	No applicable incidents	No applicable incidents	100%	100%	100%	Met	
<b>2 - Provide direction, guidance and oversight to operational agencies to enhance residents' and customers' experience by utilizing technology and process improvement. (2 Measures)</b>											
Percent of FY21 total cluster agency KPIs met or exceeded	Quarterly	New in 2020	75.3%	80%	86.4%	81.8%	88.6%	82.7%	84.9%	Met	
Percent of FY21 total cluster agency strategic initiatives met or exceeded	Quarterly	New in 2020	95.1%	80%	100%	100%	100%	55.4%	89%	Met	
<b>3 - Create and maintain a highly effective, transparent, reliable, sustainable, and responsive District government. (2 Measures)</b>											
Percent of decrease in FY21 fatal traffic vehicle and cyclist deaths as compared to FY20 time period (Vision Zero)	Quarterly	New in 2020	0%	2%	0%	0%	0%	0%	0%	Unmet	The District works to continue all efforts to decrease fatal traffic vehicle and cyclist deaths.
Percent of DMOI IQs turned around within 48 hours	Quarterly	New in 2020	99.3%	95%	100%	100%	100%	100%	100%	Met	

## 2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
<b>1 - Advocacy (1 Measure)</b>							
Number of DMOI key goals met	New in 2020	2	No applicable incidents	1	2	2	5
<b>1 - Communications (1 Measure)</b>							
Number of DMOI cluster agency MMB events	New in 2020	46	4	8	9	8	29
<b>2 - Legislation (1 Measure)</b>							
Number of DMOI IQs received	New in 2020	294	56	60	74	12	202
<b>2 - Policy (1 Measure)</b>							
Number of FY20 fatal traffic related deaths	New in 2020	38	6	7	12	4	29

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
<b>3 - Customer Service (1 Measure)</b>							
Number of DMOI related customer complaints reviewed	New in 2020	120	22	12	8	10	52
<b>3 - Performance Management (2 Measures)</b>							
Number of DMOI KPIs met	New in 2020	12	4	4	4	4	16
Number of DMOI Strategic Initiatives met	New in 2020	24	10	10	9	7	36

## 2021 Operations

Operations Title	Operations Description	Type of Operations
<b>1 - Foster collaboration and coordination among District agencies, federal agencies, and the private sector to achieve District goals. (2 Activities)</b>		
Communications	Support EOM Communications and DMOI agency Communication Directors with the efficient collection and distribution of information within and outside the government	Daily Service
Advocacy	Assist DMOI cluster agencies with issues/barriers impeding their ability to effectively carry out their mission and complete their projects (i.e., capital, climate change, resilience, clean energy act, etc)	Daily Service
<b>2 - Provide direction, guidance and oversight to operational agencies to enhance residents' and customers' experience by utilizing technology and process improvement. (2 Activities)</b>		
Legislation	Review and approve all DMOI cluster agency legislative and rulemaking requests and coordinate with other governmental agencies, including the Council.	Daily Service
Policy	Recommend and review policies and programs using data and best practices to promote cluster agencies and improve agency operations	Daily Service
<b>3 - Create and maintain a highly effective, transparent, reliable, sustainable, and responsive District government. (3 Activities)</b>		
Performance Management	Review, approve and track DMOI cluster agencies' performance plans to ensure improved outcomes, accurate information and efficiencies	Daily Service
Customer Service	Receive, track and assist in resolving DMOI cluster agencies' constituent and customer issues and concerns elevated above the agency level	Daily Service
Budget	Support DMOI cluster agencies regarding budgetary needs and priorities to ensure agency and Mayoral priorities are met or exceeded	Daily Service

## 2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Advocacy (1 Strategic Initiative)</b>				
Develop Cluster Agency Reporting Requirements	Identify new or revised agency reporting requirements for the DMOI cluster agencies and establish annual and biennial automated agency review and update of reporting requirements	Complete	Complete	
<b>Budget (1 Strategic Initiative)</b>				
Identify and Develop Zero-Based Budget	Identify and develop zero-based budget profiles for 15 agency functions across the cluster. These profiles will inform FY 2022 agency budget requests.	75-99%	Due to additional workload on agencies and DMOI due to ARPA guidance and a two-month delay for transmitting the FY22 budget, This project did not start as early as anticipated goal. The new deadline is January 2022.	Due to additional workload on agencies and DMOI due to ARPA guidance and a two-month delay for transmitting the FY22 budget,
<b>Communications (4 Strategic initiatives)</b>				
Cluster Newsletter	Launch a DMOI cluster newsletter for biannual distribution at minimum.	Complete	At the end of Q4, preliminary plans began for the second The DMOI Digest, which launched Nov. 10, 2021	
Customer Survey	Develop and implement a plan for periodic surveys to residents, soliciting feedback on DMOI agency services and/or initiatives.	Complete	The survey was distributed August 2, 2021	
Vision Zero	Create two videos on Vision Zero to be shared via DMOI's social media accounts.	75-99%	Edits of the video are taking longer than expected because in each revision, more new edits have been needed. Separately DDOT pushed out shorter videos as part of its summer safety campaign.	Edits of the video are taking longer than expected because in each revision, more new edits have been needed.
Communication Primer	Create and provide a primer document outlining communication protocols for DMOI agency Directors and program teams and implement lessons learned from FY2021. Follow up with a DMOI Comms presentation to Directors/program teams, on a request or as-needed basis.	75-99%	Draft undergoing review by Deputy Mayor	n/a
<b>Legislation (1 Strategic Initiative)</b>				
Legislative Primer	Review and update the DMOI cluster Legislative Primer with lessons learned from 2020.	Complete	Complete	
<b>Performance Management (3 Strategic initiatives)</b>				
Improve Street Lighting To Ensure Public Safety	Coordinate with DDOT to improve lighting at 90 percent of MPD requested locations. DMOI will conduct quarterly meetings with MPD, MOCRS, and DDOT to identify locations and confirm lighting is obstructed/missing to ensure public safety.	Complete	In FY21 there were 10,264 overall service request for street light investigations in the 311 system. DDOT completed 94% of the service request. MPD officers used OUC 311 to submit request, with their unique identifier (CAD number). DDOT completed 256 street light repair at the request of MPD.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Develop and Report SOPs for Community Walks	Require all relevant cluster agencies to attend 90% of all MOCRS Core Team walks, Mayor Community Walks and ANC walks. DMOI will work with agencies to develop internal SOPs to ensure issues identified during the walks are properly addressed and closed out. DMOI will work with OUC to develop a report.	Complete	DMOI developed an SOP and service request with the Office of Unified Communications within the 311 system that now allows DMOI to input and track customer complaints and District stakeholders concerns.  The MOU was signed on September 17, 2021	
Utility Coordination Meeting	Coordinate and hold quarterly Utilities Coordination Meeting, consisting of at least 4 meetings .	Complete	A Utility Coordination Meeting was held in Q4. Topics discussed included more STAY DC updates, ARP funding , and FY22 proposed initiatives for agency partners.	