

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



Office of the City Administrator

January 15, 2021

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

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

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

Sincerely,

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

Kevin Donahue
Interim City Administrator



Office of the Deputy Mayor for Public Safety and Justice FY2020

Agency Office of the Deputy Mayor for Public Safety and Justice

Agency Code FQ0

Fiscal Year 2020

Mission The mission of the Office of the Deputy Mayor for Public Safety and Justice is to provide direction, guidance, support, and coordination to the District's public safety agencies, and to develop and lead interagency public safety initiatives that improve the quality of life in the District's neighborhoods.

Summary of Services The Office of Deputy Mayor for Public Safety and Justice was created in January 2011 to provide guidance, support, and coordination of public safety and justice agencies of the District.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Total crime is down about 18% and violent crime is down about 8%, although homicides have increased.	We feel our coordination and consultation efforts with our agencies have made a big difference, and we plan to continue them in FY21 to bring the homicide and ADW rates down, as well.	The city has become a safer place.
ODMPSJ got a new Interim Deputy Mayor.	Interim Deputy Mayor Mitchell has a very keen focus on reducing gun violence, and is developing a multiagency, multiyear violence prevention strategy.	Residents living in dangerous neighborhoods can have hope for a focused strategy to make their neighborhoods safer.
We completed an introductory cohort of the Government Alliance for Racial Equity (GARE).	DMPSJ contributed two FTEs, our Capitol City Fellow, and the District's payment to the Metropolitan Washington Council of Governments (COG) racial equity initiative through GARE. Working with individuals throughout DC government, as well as across the area, we learned how to move the District in a more racially equitable direction.	The District Government will be better able to take the equity needs of residents into account when planning new initiatives.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Foster collaboration and coordination among District agencies and federal, neighboring jurisdiction, and private sector partners to achieve District goals. (1 Measure)												
Percent of joint agency initiatives reporting progress toward meeting their goal	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	New in 2020	
2 - Provide direction, guidance, and oversight of public safety agencies to enhance safety in the District. (3 Measures)												
Percent of cluster agencies that almost or fully achieve 75 percent of fiscal year performance targets (targets "met" or "nearly met")	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	New in 2020	
Percent of cluster agencies that almost or fully (at least 75% complete) achieved 75 percent of fiscal year initiatives	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	New in 2020	
Percent of cluster agencies that submit quarterly updates in Quickbase on time	Annually	New in 2019	New in 2019	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90.91%	Nearly Met	Agencies have been great about either submitting on time or requesting an extension and then meeting the new deadline. Unfortunately, OHR missed a deadline one quarter, and FEMS missed an extension deadline another couple of quarters, so, on average, 10 out of the 11 agencies submitted their data in Quickbase on time.
3 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Measure)												
Number of retroactive contracts across cluster agencies	Annually	Not Available	1	1	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1	Unmet	Unfortunately, we cannot control our cluster agencies' contract timing. FEMS had an ambulance billing contract that was retroactive.

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Co-produce public safety strategies with District and federal partners and neighboring jurisdictions. (1 Measure)							
Number of meetings attended with federal and/or neighboring jurisdiction partners	26	89	32	52	39	62	185
2 - Legislation (1 Measure)							
Number of proposed legislation recommended	6	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
2 - Oversee administration of the Concealed Pistol Licensing Review Board (CPLRB) (1 Measure)							
Number of cases reviewed by the CPLRB	16	33	Annual Measure	Annual Measure	Annual Measure	Annual Measure	125
2 - Oversight of public safety agencies operations (4 Measures)							
Number of one-on-one meetings held with agency directors	99	12	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22
Number of public safety and justice cluster meetings	11	11	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12
Number of times testifying in front of DC Council	New in 2019	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6
Number of media interviews	New in 2019	25	6	7	10	2	25
3 - Freedom of Information Act (FOIA) requests (2 Measures)							
Number of FOIA extensions requested	0	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of FOIA requests processed	34	7	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Foster collaboration and coordination among District agencies and federal, neighboring jurisdiction, and private sector partners to achieve District goals. (1 Activity)			
AGENCY MANAGEMENT	Co-produce public safety strategies with District and federal partners and neighboring jurisdictions.	Cross collaborate with other public safety and related agencies both inside and outside the District.	Daily Service
2 - Provide direction, guidance, and oversight of public safety agencies to enhance safety in the District. (6 Activities)			
AGENCY MANAGEMENT	Policy recommendations	DMPSJ recommends policies and programs using data evidence and best practices to promote public safety and justice in the District.	Daily Service
AGENCY MANAGEMENT	Oversight of public safety agencies operations	DMPSJ examines current agency policies on a continuing basis to enhance the effectiveness and responsiveness of those programs.	Daily Service
AGENCY MANAGEMENT	Meetings with agency directors and chiefs	DMPSJ provides various forums, including one-on-one meetings with directors and cluster meetings, for agency directors to voice concerns, share opinions, ask advice, and share ideas.	Daily Service
AGENCY MANAGEMENT	Assist agencies with getting through roadblocks impeding their ability to carry out their mission effectively	DMPSJ assists agencies with issues they are facing by convening meetings, offering advice, writing correspondence, and other means of support.	Daily Service
AGENCY MANAGEMENT	Legislation	DMPSJ assists and provides guidance to agencies with regards to legislation and regulation changes.	Daily Service
AGENCY MANAGEMENT	Oversee administration of the Concealed Pistol Licensing Review Board (CPLRB)	DMPSJ oversees the administration of this board in collaboration with the Office of the Attorney General and the Mayor's Office of Legal Counsel. This includes handling appeals from license revocations and suspensions, and reviewing appeals of any denials of an application for a concealed pistol license issued by the Chief of the Metropolitan Police Department.	Daily Service
3 - Create and maintain a highly efficient, transparent, and responsive District government. (3 Activities)			
AGENCY MANAGEMENT	Freedom of Information Act (FOIA) requests	DMPSJ responds to all FOIA requests in a prompt and timely manner.	Daily Service
AGENCY MANAGEMENT	Performance plans	DMPSJ creates, maintains, and monitors performance plans that reflect the policies and procedures of the office and the duties each employee performs.	Daily Service
AGENCY MANAGEMENT	Regular budget and performance meetings	DMPSJ holds regular budget and performance review meetings as needed to analyze actual financial and agency performance compared to projected budget and agency performance plans, to ensure compliance with budget requirements and performance standards.	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Co-produce public safety strategies with District and federal partners and neighboring jurisdictions. (2 Strategic initiatives)				
Reduce Violent Crime in Wards 7 and 8	Collaborate with PSJ agencies and relevant agencies in other clusters to reduce violent crimes in Wards 7 and 8.	Complete	Violent crime (with a few exceptions) has dropped in Wards 7 and 8. For example, in 6D (roughly Ward 7), sex abuse was down 13%, assault with a dangerous weapon was down 3%, and overall violent crime was down 1%. In 7D (roughly Ward 8), homicide was down 14% and sex abuse was down 23%.	
Improve Health Responses for Our Most Vulnerable Residents	Work with PSJ and HHS agencies to improve the overall health system, reserving ambulances for medical emergencies, and ensuring that residents of all eight Wards receive timely and effective medical care.	25-49%	Though FEMS has reported a much higher utilization of the Nurse Triage Line and a much lower rate of ambulances being dispatched to take care of non-emergent issues, it appears the Public Health Emergency has caused many District residents to delay or avoid emergency medical care for fear of contracting Covid-19. Instead, they are dying of heart attacks at home.	
Legislation (1 Strategic Initiative)				
Second Chance Amendment Act	Shepherd legislation through the process that makes progressive changes to how the District processes and provides criminal history records for District residents.	0-24%	This legislation has been pending in the Judiciary Committee for more than two years. The 2017 version had one hearing; the 2019 version has not even had a first reading.	This legislation has been pending in the Judiciary Committee for more than two years. The 2017 version had one hearing; the 2019 version has not even had a first reading.