

# Office of the City Administrator FY2017

**Agency** Office of the City Administrator

**Agency Code** AEO

**Fiscal Year** 2017

**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.

## 2017 Strategic Objectives

| Objective Number | Strategic Objective   |
|------------------|---|
| 1                | Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities |
| 2                | Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management and innovation                        |
| 3                | Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources   |
| 4                | Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure  |
| 5                | Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives   |
| 6                | Create and maintain a highly efficient, transparent and responsive District government.**   |

## 2017 Key Performance Indicators

| Measure   | New Measure/<br>Benchmark<br>Year   | Frequency<br>of<br>Reporting | Add Data<br>Fields (if<br>applicable) | FY 2014<br>Actual | FY 2015<br>Target | FY 2015<br>Actual | FY 2016<br>Target | FY 2016<br>Actual | FY 2017<br>Target |
|---|-------------------------------------|------------------------------|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>1 - Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities (2 Measures)</b> |                                     |                              |                                       |                   |                   |                   |                   |                   |                   |
| Percentage of fiscal year key performance indicators either fully or partially achieved   | <input type="checkbox"/>            | Annually                     |                                       | Not available     | 85                | 63.4              | 85                | 74.7              | 88                |
| Percentage of fiscal year agency initiatives either fully or partially achieved   | <input type="checkbox"/>            | Annually                     |                                       | Not available     | 95                | 0                 | 95                | 84.2              | 95                |
| <b>2 - Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management and innovation (5 Measures)</b>                        |                                     |                              |                                       |                   |                   |                   |                   |                   |                   |
| Percent of District agencies completing a fiscal year performance plan  | <input type="checkbox"/>            | Annually                     |                                       | Not available     | 95                | 100               | 100               |                   | 100               |
| Percent of District agencies participating in the performance management program completed training   | <input type="checkbox"/>            | Annually                     |                                       | Not available     | 95                | 74                | 95                |                   | 95                |
| Share of randomized controlled trials that produced evidence leading to program improvements  | <input checked="" type="checkbox"/> | Quarterly                    |                                       | Not available     | Not available     | 0                 | 0                 | New Measure       | 80                |
| Share of process improvement projects completed that demonstrated performance improvement   | <input checked="" type="checkbox"/> | Quarterly                    |                                       | Not available     | Not available     | 0                 | 0                 | New Measure       | 90                |
| Share of CapSTATs that led to the development of new initiatives or measurable improvements in performance  | <input checked="" type="checkbox"/> | Monthly                      |                                       | Not available     | Not available     | 0                 | 0                 | New Measure       | 100               |
| <b>3 - Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources (1 Measure)</b>  |                                     |                              |                                       |                   |                   |                   |                   |                   |                   |
| Number of projects undertaken to examine efficiency of spending   | <input checked="" type="checkbox"/> | Annually                     |                                       | Not available     | Not available     | Not available     | Not available     | New Measure       |                   |
| <b>4 - Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure (1 Measure)</b>   |                                     |                              |                                       |                   |                   |                   |                   |                   |                   |
| Number of procurements initiated for new P3 projects  | <input checked="" type="checkbox"/> | Quarterly                    |                                       | Not available     | Not available     | 0                 | 1                 | New Measure       | 3                 |

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|--|--|--|--|--|--|--|--|--|--|

**5 - Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives (5 Measures)**

|   |                          |           |  |               |               |               |    |             |    |
|---|--------------------------|-----------|--|---------------|---------------|---------------|----|-------------|----|
| Percent of collective bargaining agreements successfully negotiated through the bargaining process                      | ✓                        | Annually  |  | Not available | 90            | 80            | 95 | New Measure | 90 |
| Percent of grievance cases successfully mediated before a third party   | <input type="checkbox"/> | Quarterly |  | Not available | 65            | 50            | 50 |             | 50 |
| Percent of grievance cases successfully litigated before the Public Employee Relations Board                            | <input type="checkbox"/> | Quarterly |  | Not available | 50            | 50            | 50 |             | 55 |
| Percent of collective bargaining agreements referred to third party arbitrators that are ruled in DC government's favor | ✓                        | Quarterly |  | Not available | Not available | Not available | 60 | New Measure | 65 |
| Percent of collective bargaining agreements referred to a third party arbitrator  | ✓                        | Quarterly |  | Not available | 10            | 20            | 5  | New Measure | 10 |

**6 - Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

|   |   |  |  |                          |                          |                          |                          |                          |                          |
|---|---|--|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Contracts/Procurement-Expendable Budget spent on Certified Business Enterprises | ✓ |  |  | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 |
| Contracts/Procurement-Contracts lapsed into retroactive status                  | ✓ |  |  | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 |
| Budget- Local funds unspent   | ✓ |  |  | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 |
| Budget- Federal Funds returned  | ✓ |  |  | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 |
| Customer Service-Meeting Service Level Agreements                               | ✓ |  |  | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 |
| Human Resources-Vacancy Rate  | ✓ |  |  | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 |
| Human Resources-Employee District residency                                     | ✓ |  |  | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 |
| Human Resources-Employee Onboard Time   | ✓ |  |  | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 |
| Performance Management-Employee Performance Plan Completion                     | ✓ |  |  | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 | Forthcoming October 2017 |

2017 Operations

| Operations Header   | Operations Title  | Operations Description  | Type of Operations |
|---|-------------------|---|--------------------|
| <b>1 - Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities (4 Activities)</b> |                   |   |                    |
| OFFICE OF AGENCY OPERATIONS   | Agency Operations | Provides support to the City Administrator and District agencies in the areas of management and policy. | Daily Service      |

|  |   |  |               |
|--|---|--|---------------|
| Government Operations  | Lead the Government Operations cluster and Government Operations agencies by driving high-quality performance, continuous improvement, innovation, and cost-effective solutions.            | Lead the Government Operations cluster and Government Operations agencies by driving high-quality performance, continuous improvement, innovation, and cost-effective solutions.   | Daily Service |
| Resilient Cities   | Resilient Cities  | Help to stand up the 100 Resilient Cities effort in DC. The District was selected as one of the final 37 cities to be inducted into Rockefeller Foundation's 100 Resilient Cities (100 RC) – a prestigious global network. Membership in the network establishes the District as a leader in the movement toward urban resilience, which challenges government to find new ways to learn and adapt, girding the city against likely shocks and lessening its susceptibility to chronic stresses. | Key Project   |
| Grants Management  | Grants Management   | The Division of Grants Management is charged with providing guidance on grants management issues and is tasked with fostering collaboration among agencies who receive federal grant funds. The Division develops and maintains Grants Management policies and procedures and provides training opportunities for internal employees managing grants and all grant related programs.   | Daily Service |
| <b>2 - Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management and innovation (3 Activities)</b> |   |  |               |
| OFFICE OF PERFORMANCE MANAGEMENT   | CapSTAT   | CapSTAT takes a deep-dive into important issues facing DC, and works with all stakeholders to develop recommendations to improve programs and services   | Daily Service |
| OFFICE OF PERFORMANCE MANAGEMENT   | Applied Research Projects   | Applied research team provides additional capacity to agencies to address priority issues by analyzing problems and helping to develop and implement innovative solutions utilizing business process improvements and evidence-based evaluations.  | Daily Service |
| OFFICE OF PERFORMANCE MANAGEMENT   | Performance Management & Strategic Planning   | The Office of Performance Management uses data, strategic planning and innovation to continuously improve the programs and services that DC government delivers. OPM produces a weekly dashboard of key data trends for the Mayor, works with agencies and Deputy Mayor to develop specific initiatives to help move the needle on District priority goals and agency objectives. We also look for innovative ways to make improvements to key programs and services in DC.                      | Daily Service |
| <b>3 - Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources (1 Activity)</b>                          |   |  |               |
| OFFICE OF BUDGET AND FINANCE   | Office of Budget and Finance  | The Office of Budget and Finance (OBF) prepares the proposed annual budget and advises the Mayor and the City Administrator on financial issues that impact the District's operations and capital investments.   | Daily Service |
| <b>4 - Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure (1 Activity)</b>                               |   |  |               |
| OFFICE OF PUBLIC PRIVATE PARTNERSHIPS  | Public Private Partnerships   | The Office of Public-Private Partnerships (OP3) is charged with building collaborations between private sector businesses and District government to support large-scale projects such as infrastructure development and enhancements.   | Daily Service |
| <b>5 - Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives (2 Activities)</b>                  |   |  |               |
| LABOR RELATIONS/COLLECTIVE BARGAINING  | Training  | OLRCB provides training to labor liaisons, managers, supervisors and management officials concerning their rights and obligations under the CMPA and applicable labor law, policies and procedures.  | Daily Service |
| LABOR RELATIONS/COLLECTIVE BARGAINING  | Collective Bargaining   | OLRCB effectively represents the District as the principal management advocate in the administration of a comprehensive labor management program   | Daily Service |
| <b>6 - Create and maintain a highly efficient, transparent and responsive District government.** (3 Activities)</b>  |   |  |               |
| OFFICE OF AGENCY OPERATIONS  | Agency Operations   | Provides support to the City Administrator and District agencies in the areas of management and policy.  | Daily Service |
| OFFICE OF PERFORMANCE MANAGEMENT   | Performance Management  | The Office of Performance Management uses data, strategic planning and innovation to continuously improve the programs and services that DC government delivers.   | Daily Service |
| Government Operations  | Support Government Operations agencies on implementing best practices by communicating and setting expectations with agency directors to drive high-quality service delivery for residents. | Support Government Operations agencies on implementing best practices by communicating and setting expectations with agency directors to drive high-quality service delivery for residents.  | Daily Service |

| Measure   | New Measure/<br>Benchmark<br>Year | Add<br>Historical<br>and Target<br>Data (FY17) | Numerator Title   | Units   | Frequency<br>of<br>Reporting | FY 2014       | FY 2015       | FY<br>2016<br>Actual |
|---|-----------------------------------|--|---|---|------------------------------|---------------|---------------|----------------------|
| <b>2 - CapSTAT (1 Measure)</b>  |                                   |  |   |   |                              |               |               |                      |
| Total number of CapStat meetings held   | <input type="checkbox"/>          |  | CapSTAT meetings held   | CapSTAT meetings  | Monthly                      | Not available | Not available |                      |
| <b>2 - Performance Management &amp; Strategic Planning (1 Measure)</b>                        |                                   |  |   |   |                              |               |               |                      |
| Number of cluster meetings held to review progress on FY annual performance plans             | <input type="checkbox"/>          |  | Cluster meetings  | Meetings  | Quarterly                    | Not available | Not available |                      |
| <b>3 - Office of Budget and Finance (1 Measure)</b>   |                                   |  |   |   |                              |               |               |                      |
| Number of reprogrammings processed  | <input type="checkbox"/>          |  | Reprogrammings processed  | Reprogrammings  | Quarterly                    | Not available | Not available |                      |
| <b>4 - Public Private Partnerships (1 Measure)</b>  |                                   |  |   |   |                              |               |               |                      |
| Number of meetings with impacted ANC's held   | <input type="checkbox"/>          |  | Meetings with impacted ANC's  | Meetings  | Quarterly                    | Not available | Not available |                      |
| <b>5 - Collective Bargaining (5 Measures)</b>   |                                   |  |   |   |                              |               |               |                      |
| Total number of non-compensation collective bargaining agreements currently under negotiation | <input type="checkbox"/>          |  | Non-compensation collective bargaining agreements under negotiation | Number of non-compensation collective bargaining agreements | Quarterly                    | Not available | Not available |                      |
| Total compensation collective bargaining agreements currently under negotiation               | <input type="checkbox"/>          |  | Compensation collective bargaining agreements under negotiation     | Number of compensation collective bargaining agreements     | Quarterly                    | Not available | Not available |                      |
| Total number of compensation agreements within DC government                                  | <input type="checkbox"/>          |  | Total number of compensation agreements                             | Compensation agreements                                     | Quarterly                    | Not available | Not available |                      |
| Total number of non-compensation agreements within DC government                              | <input type="checkbox"/>          |  | Number of non-compensation agreements                               | Number of compensation agreements                           | Quarterly                    | Not available | Not available |                      |
| Number of grievance cases referred to OLRBC   | <input type="checkbox"/>          |  | Grievance Cases   | Grievance Cases   | Quarterly                    | Not available | Not available |                      |
| <b>5 - Training (1 Measure)</b>   |                                   |  |   |   |                              |               |               |                      |
| Total number of employees trained in labor relations and collective bargaining                | <input type="checkbox"/>          |  | Employees   | Employees   | Quarterly                    | Not available | Not available |                      |
| <b>6 - Agency Operations (1 Measure)</b>  |                                   |  |   |   |                              |               |               |                      |
| Number of annual multiagency and cross cluster projects coordinated by OCA                    | <input type="checkbox"/>          |  | Projects  | Projects  | Quarterly                    | Not available | Not available |                      |

## 2017 Strategic Initiatives

| Strategic Initiative Title  | Strategic Initiative Description   | Proposed Completion Date |
|---|--|--------------------------|
| <b>Government Operations (5 Strategic initiative-operation links)</b>               |  |                          |
| Collect information on current customer service in DC gov as well as best practices | OCA will survey agencies to determine customer service information, data, practices, and staffing levels currently in place. OCA will also research and benchmark best practices from other jurisdictions and the federal government.  | 01-31-2017               |
| Development and measurement of new city-wide standards for customer service         | OCA will create new city-wide standards for customer service through a multi-agency collaboration, to include annual re-assessment. This will include the development of 3-4 city-wide standards that could apply to all agencies. OCA will also test newly created city-wide standards through methods such as calling back customers and mystery shopping. | 09-30-2017               |
| Streamline the hiring process   | OCA will work with DCHR to develop methods to streamline and simplify the hiring process in DC. The team will meet and develop specific proposals to reduce the hiring time by March 2017 and begin implementing new initiatives in the summer of 2017.  | 09-30-2017               |

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| Develop and utilize data to drive improvements in the procurement processes         | OCA will collaborate with OCP to design tracking mechanism for key procurement issues such as contracts requiring retroactive approval and cancelled solicitations. In addition, OCA will with OCP to launch a dashboard to measure and improve procurement health.  | 09-30-2017 |
| Research the possibility of increasing workforce-specific engagement programs in DC | OCA will research workforce-specific engagement programs, e.g. Department of Public Works' adult education program, and examine the feasibility to replicate these programs in other agencies. OCA will make a proposal as to how and where to expand the programs in FY 2018.   | 07-31-2017 |
| <b>Grants Management (2 Strategic initiative-operation links)</b>                   |  |            |
| Grants Management Policies and Procedures Manual                                    | During FY 17, the Division of Grants Management will create and publish a District-Wide Grants Management Policies and Procedures Manual. The purpose of the Grants Management Policies and Procedures manual is to strengthen the grants management practices of the District to provide employees and other interested parties with an accessible source of information regarding the grant policies and procedures for the District of Columbia. The manual will serve as a training resource for new and current employees whose job duties involve grant writing or grant management. This manual will limit the District's exposure to grant related legal liabilities, and improve the efficiency and impact of programs and services funded through grants. The manual is expected to be released by September 30, 2017.   | 09-30-2017 |
| Single Audit Remediation  | To help ensure that the District government carries out its responsibilities in the Single Audit process in a timely and comprehensive manner and to help prevent the recurrence of single audit findings, the Division of Grants Management will establish a Single Audit Committee and Sourcebook during FY 17. The Single Audit Committee will meet throughout the Single Audit process to ensure that information is provided to the auditor in a timely and comprehensive manner. The committee will also conduct a comprehensive analysis of each reported finding and will review corrective action plans submitted by the agencies. As necessary, progress meetings will be scheduled with agencies throughout the year to ensure that the remediation plans are being implemented in a timely manner and to help proactively identify and resolve issues which may threaten timely resolution of findings. The Single Audit Sourcebook will outline roles and responsibilities in the Single Audit Process and also provide information and guidance on the Single Audit Remediation Process. | 09-29-2017 |
| <b>OFFICE OF AGENCY OPERATIONS (1 Strategic Initiative-Operation Link)</b>          |  |            |
| <b>OFFICE OF PERFORMANCE MANAGEMENT (10 Strategic initiative-operation links)</b>   |  |            |
| Implement The Lab @ DC  | The Lab @ DC will provide capacity to: (1) translate evidence from academic and private research into concrete policy and program interventions; (2) connect, analyze, and make open administrative data; and (3) conduct high-quality evaluations—including randomized evaluations and rapid, iterative experimentation—to continually test and improve policy.   | 12-30-2016 |
| Develop a research data sandbox   | The RDS is a strategy, closely aligned with the District's Data Policy, to unlock the District's administrative data for purposes of evidence and evaluation activities, with two core components. The first, to be executed in partnership with the Office of the Chief Technology Officer (OCTO), is technological: to explore the creation of a secured data warehouse wherein agencies can upload their data, such that credentialed researchers can efficiently access and use the data for designated purposes. The second, also with OCTO, is procedural: work on the development and approval of a standardized process for agencies to upload data, and for researchers to gain access privileges.  | 09-29-2017 |
| Create a SuperPublic space in DC.   | A SuperPublic space is a place where local and federal government can come together with private, non-profit and academic entities to solve challenges through open-innovation. The concept was first created in Paris and brought to the US by the GSA with the first SuperPublic site in San Francisco. Fin FY 17, OCA will partner with OCTO and GSA to create a SuperPublic space in DC and develop three focus areas for work on.   | 09-29-2017 |
| Pilot a new open science-open government framework.                                 | The OCA is committed to applying the highest scientific standards to its evidence and evaluation projects. This includes implementing procedures to pre-register and peer-review how key empirical projects will be designed and analyzed. Such procedures can improve the quality of the work by incorporating feedback in advance as well as enhance transparency and accountability by providing a clear, public window into what we seek to learn, how we will learn it, and what the obtained data will—and will not—be able to tell us. We will also pilot a new method of engaging the input and wisdom of residents in this process. In particular, OCA scientists will present their planned work at public forums in order to answer questions and solicit feedback on, for example, what type of data or information would be most useful in informing their preferences for policy or program choices.   | 09-29-2017 |
| Formpalooza   | Individuals and firms interact with their government by way of forms—paper and online documents that serve as portals to applying for benefits, securing permits, filing complaints, paying tickets, and countless other activities. A form that is difficult to use can cause annoyance, waste time, and prompt errors, which collectively undermine the quality of customer service. The OCA will coordinate a "Form-A-Palooza," wherein we use insights from the behavioral sciences and rapid A/B testing to systematically improve the quality of District form processes. A set of the highest priority forms will be selected in the opening year and targeted for improvement.   | 09-22-2017 |
| Consolidated Survey Platform  | The OCA will spearhead creation of a centralized survey platform, which will empower improvements in customer service by more efficiently and effectively soliciting feedback from residents. The platform would be delivered by a singularly marketed website and mobile device application, as well as through a survey team that will go door-to-door to make the online portal accessible to those unlikely to use the website or mobile app. Residents will have a streamlined and easy user experience, wherein they are periodically asked for feedback on a range of topics, such as the quality of customer service during a recent government transaction. The investment in a consolidated platform, with dedicated survey team, will achieve substantial cost savings, increase the quality of the information collected, and empower entirely new types of data collection.   | 09-29-2017 |

|   |  |            |
|---|--|------------|
| Design a centralized online portal for public space rental across District Agencies   | The Office of Performance Management (OPM) will oversee the creation of a centralized online portal for public space rental across District agencies. In addition to the new, online portal, a set of standardized public space utilization policies and procedures for key district agencies will be developed. OPM and agency stakeholders will develop the policies. The Deputy Mayor for Education (DME) will chair an external advisory committee (composition TBD) to review the newly developed policies; committee members will be those intimately involved in public space rental (e.g. District agency staff, users of school facilities, recreation centers, etc.). Improving the District's public space utilization policies and procedures and introducing a new, more user-friendly online rental portal will result in better customer service for residents and visitors. Additionally, new policies will promote the optimization of space and its equitable use. DME, OCTO, DPR, DCPS, and DCPL will be significant partners in the project. | 05-31-2017 |
| Mayor's Dashboard Re-Design   | In FY17, the Office of Performance Management (OPM) will complete a redesign of the Mayor's weekly dashboard. The new design will be updated to current design standards, and will present data in a cleaner, simpler format for consumption by the Mayor, City Administrator and senior staff.  | 09-29-2017 |
| Develop a scorecard for vendors in the District of Columbia's workforce system        | In FY17, the Office of Performance Management (OPM) will work with District agencies and the WIC (Workforce Investment Council) to develop a scorecard for vendors in the District's workforce system. This online scorecard, which is required by the Workforce Innovation and Opportunity Act (WIOA), will allow District residents to choose workforce vendors that meet their unique needs; District agencies to measure the performance and quality of workforce vendors; and the District as a whole to better allocate resources in the workforce system.   | 09-29-2017 |
| 311 System Improvements   | OCA will work with agencies such as OUC, DDOT, DPW, DMV and DCRA to improve communications from 311 to customers in order to be more accurate and responsive, examine and re-engineer business processes to streamline agency services and service requests through 311, add key customer facing agencies to 311, such as the Department of Consumer and Regulatory Affairs, to 311 in FY 17.  | 09-30-2017 |
| <b>OFFICE OF PUBLIC PRIVATE PARTNERSHIPS (2 Strategic initiative-operation links)</b> |  |            |
| Full implementation of the P3 Office  | DC OP3's first full year will see the approval of our Rules, the selection of pools of expert advisors and the finalization of the procurement process for the first round of public-private partnerships here in the District.  | 09-30-2017 |
| Phase One of Major P3 Project Procurements  | DC OP3 will complete the first phases of project development of major infrastructure projects including Street Lighting Modernization, the Daly Building Renovation and a Corrections Center. DC OP3 will also be rolling-out our larger pipeline of possible projects for the P3 method. This project pipeline will include projects across the social infrastructure spectrum and in all part of the District.   | 09-30-2017 |
| <b>Resilient Cities (1 Strategic Initiative-Operation Link)</b>                       |  |            |
| Create a comprehensive, city-wide resilience strategy for the District                | In FY 17, the Office of the City Administrator will lead the development of a city-wide resilience strategy that integrates, supports and supplements established District plans to produce a holistic roadmap for improved urban resilience. The plan will focus on solutions in key areas identified by the District as part of its inclusion in the 100 Resilient Cities global network: terrorism, flooding, infrastructure failure, heatwave, affordable housing shortage, inequity and over-reliance on a single industry. OCA will establish a Chief Resilience Officer to lead the plan development effort and an advisory body of expert stakeholders to provide input. OCA will also develop and hold a major public-engagement forum in FY17 for the purpose of allowing the general public to help set the strategic agenda for the plan. The CRO will work to integrate all input to craft new, supportive action items that focus on interagency and cross-sector approaches.  | 09-30-2017 |