



## **FY2011 PERFORMANCE PLAN**

### **Office of the City Administrator**

#### **MISSION**

The mission of the Office of the City Administrator (OCA) is to facilitate the effective and efficient implementation of the Mayor's policies by providing leadership, support and oversight of District agencies.

#### **SUMMARY OF SERVICES**

The Office of the City Administrator is composed of three major functions. 1) **The Office of Resource Management** provides support to the City Administrator and District agencies in the areas of budget, management and policy implementation. 2) **The CapStat team** organizes accountability sessions with the Mayor and City Administrator, and manages the city's performance management program. 3) **The Office of Labor Relations and Collective Bargaining (OLRCB)** represents the District of Columbia as the principal management advocate during labor negotiations and in administering the District's labor relations program.

#### **OBJECTIVE 1: Make District government more responsive, accountable, transparent and efficient.**

##### **INITIATIVE 1.1: Deliver a balanced FY2012 budget proposal that minimizes negative impacts on service delivery to citizens.**

During FY11, the OCA will be required to craft a budget proposal that maintains the mayor's priorities and drives increased efficiencies in the face of an expected tough revenue outlook. Since this budget comes on the heels of several previous rounds of cost reductions, this will be a new challenge in budgeting, as the degree of difficulty will be notched up. The areas cut out in previous rounds are no longer available for cuts, so new areas will have to be identified.

**Projected completion:** April 1, 2011.

##### **INITIATIVE 1.2: Make employee performance management more effective and consistent across District agencies.**

Currently across the District, more than 50% of employees are rated as exceeding expectations while less than 5% are rated as below expectations, with wide variety across agencies. This suggests there are significant opportunities to help managers in the District set reasonable expectations for employees and objectively rate employees against those expectations. The OCA will drive improvement in this core management function through a focused effort that includes training, tracking and reporting of employee performance metrics, and performance management process improvement. The result of this effort will be a significant improvement in the overall balance in the distribution of performance ratings in District agencies.

**Projected completion:** September 30, 2011.



**INITIATIVE 1.3: Improve the effectiveness, consistency, and transparency of grants management across District agencies.**

The District receives millions of dollars in grants from federal and private sources. Traditionally these grants have been managed at the individual agency level with little consistency or transparency. Grants made to the District under the American Recovery and Reinvestment Act of 2009 (ARRA) forced the District to manage those grants in a much more centralized and transparent manner. The OCA will apply these processes and tools used for ARRA across all grants made to the District. An example of these processes and tools is the reporting.dc.gov website tool which the OCA uses to track ARRA grants across all agencies (e.g., how much did they get, how much have they spent, where did they spend it.)

**Projected completion:** September 30, 2011.

**INITIATIVE 1.4: Launch new OCA public website to serve as a more transparent portal to operations and structure of the Office of the City Administrator.**

Site should post names and contact information for OCA staff and describe key processes (e.g., budget development, performance planning and reporting). This will help District citizens and employees identify the right places to go within the OCA to find solutions to their problems.

**Projected completion:** March 31, 2011.

**INITIATIVE 1.5: Roll out new releases of the TrackDC public website to increase and improve public visibility of District government agency performance.**

During FY11, the OCA will roll out at least two new substantial releases of new data and functionality on the Track.DC.gov website which provides Council and the public with real-time data from agency Key Performance Indicators, financial information extracted directly from the city's financial database, and other key operational indicators. New data to be released will include more details on sick leave and overtime usage by agency, spending of ARRA ("stimulus") dollars, and employee performance ratings.

**Projected completion:** First release by March 2011, Second release by September 2011.

**INITIATIVE 1.6: Launch a more user-friendly version of the KPI Tracker database.**

The current system that the OCA uses (and requires all agencies to use) to load and manage KPIs (Key Performance Indicators) is outdated. The OCA will work with OCTO to launch a replacement system. This new system will increase data entry efficiency, improve data sharing, and ultimately make agency performance metrics more transparent to the public.

**Projected completion:** January 2011.

**OBJECTIVE 2: Maintain effective labor relations with the District's unionized workforce by administering a comprehensive labor management relations program, with an emphasis on worker safety.**



**INITIATIVE 2.1: Direct and oversee negotiations for the District’s labor relations program.**

The Office of Labor Relations and Collective Bargaining (OLRCB or Office) is responsible for negotiating 20 compensation collective bargaining agreements (CBAs). As a matter of process, if negotiations are not completed during one fiscal year, negotiations continue into the next fiscal year. During fiscal year 2010, the Office actively engaged in negotiating 18 of the 20 compensation CBAs governing District employees under the Mayor’s personnel authority. Agreement was reached on three of these CBAs. In addition to the 20 CBAs referenced above, the Office provides support on two agreements for which the Chancellor serves as chief negotiator. In FY11, the Office will continue to complete negotiating all compensation collective bargaining agreements whether currently in negotiations or at impasse.<sup>1</sup>

**INITIATIVE 2.2: Continue the Implementation of Citywide Initiative with an Emphasis on Compensation and Classification Reform, NEAHP and, subject to financial resources, Retirement Reform.**

The Office will continue administration, implementation and development of negotiated citywide initiatives, including (1) the Negotiated Employee Assistance Home Purchase Program, (2) Compensation and Classification Reform, (3) Commuter Benefit Incentive Program and (4) Retirement Enhancement. The Office will work with the City Administrator to re-define, as appropriate, the District’s labor compensation philosophy, as part of the development of the new compensation system.

During Fiscal Year 2010, the OLRCB lead the efforts to develop, implement and administer the Negotiated Employee Assistance Home Purchase Program (NEAHP). One million dollars was set aside for this program, with \$55,000.00 distributed so far in fiscal year 2010. In keeping with the District’s residency preference law, the District included a provision in the collective bargaining agreements to provide financial assistance to eligible bargaining unit employees to assist with the purchase of a primary residence in the District of Columbia.

During fiscal year 2010, significant progress was made to realize the negotiated commitment to reform the District’s compensation and classification systems. The goal of reform is to replace the current classification system, created in 1949, with a modern system that supports the District’s goal to recruit, manage, and retain talented employees. The Classification and Compensation Reform Project, which was launched in November 2009, accomplishments to date include completion of the job analysis questionnaire, focus groups and job specification review. In FY11, the office will move forward with

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<sup>1</sup> It is important to note that once impasse is declared, by law, negotiation of the agreement is submitted to mediation to attempt resolution. If the parties cannot reach agreement during mediation, the negotiation is the submitted to arbitration. The Public Employee Relations Board (PERB) has authority to schedule mediation and arbitration of negotiations. Often scheduling of negotiations for both mediation and arbitration takes an extremely long time after notice is provided to the PERB.



phase II, which includes the full development of a new modern classification and compensation system.

Through collective bargaining, the Executive committed to provide a \$25 monthly commuter benefit incentive to eligible employees who use Metro to commute to and from work. To date, approximately 6,200 eligible bargaining unit employees take advantage of this benefit. There have been numerous requests to extend the program to the non-union employee population.

Due to financial constraints, efforts to improve and enhance retirement were limited in fiscal year 2010. Further engagement regarding this initiative will be contingent on availability of funds. The fiscal year 2010 recommendations to enhance retirement, which was submitted to the City Administrator, indicate that it would require, at a minimum, approximately \$21 million dollars to implement the recommendations.

**INITIATIVE: 2.3: Complete review of bargaining unit certifications issued to the American Federation of State, County and Municipal Employees.**

During negotiations of the successor master working conditions agreement with the American Federation of State, County and Municipal Employees, complete reviewing current bargaining unit certifications, in conjunction with agencies and develop appropriate unit descriptions accurately to reflect the District's current organizational structure. Ensure that the necessary petitions are filed with the Public Employees Relations Board reflecting the updated descriptions.

**INITIATIVE 2.4: Establish an Auditing and Compliance Unit Within OLR CB**

The Office will implement an Audit and Enforcement Unit to audit agencies, managers and supervisors to ensure that they have met their obligations under the various collective bargaining agreements and the labor relations statute. By assessing penalties and ordering compliance, this unit will ensure that the collective bargaining agreements are complied with and ineffective managers are trained and where there is no improvement appropriate disciplinary action is implemented.

**INITIATIVE 2.5: Develop labor partnership initiatives at the agency level.**

The Office will work to re-establish partnerships at the agency level to include apprenticeship and joint labor-management training programs. Labor-management partnerships are intended to promote administrative efficiency, with labor and management working together to develop innovative ways to improve delivery of services and products to the public while cutting costs and advancing employee interests. Labor-management partnerships can serve as a venue for addressing systemic failures of departments or agencies, improving the working relationship between employees and the employer and support changes needed to enable agencies to deliver the highest quality services and products to the public. To be of greatest utility, partnership activities are



typically aligned with the Mayor’s priorities. Partnership activities would be developed depending on the need of the agency and the employees involved.

### PROPOSED KEY PERFORMANCE INDICATORS

Measure <sup>2</sup>	FY2009 Actual	FY2010 Target	FY 2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of Fiscal Year agency key performance targets fully achieved	52%	75%	Not Available	75%	75%	75%
% of Fiscal Year agency key performance targets either fully or partially achieved	69%	95%	Not Available	95%	95%	95%
% of Fiscal Year agency initiatives fully achieved	58%	75%	Not Available	75%	75%	75%
% of Fiscal Year agency initiatives either fully or partially achieved	90%	95%	Not Available	95%	95%	95%
% of Fiscal Year action items assigned to agencies either fully or partially achieved	Not available	95%	Not Available	95%	95%	95%

<sup>2</sup> Two KPIs, “Avg. lost time per employee due to injury” and “Avg. cost per injury” were moved to the Office of Risk management’s FY10 Performance Plan after occupational injury functions were moved to ORM.