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PERFORMANCE MANAGEMENT IN THE DISTRICT OF COLUMBIA: A PROGRESS REPORT

HEARING

BEFORE THE

SUBCOMMITTEE ON OVERSIGHT OF GOVERNMENT MANAGEMENT, RESTRUCTURING, AND THE DISTRICT OF COLUMBIA

OF THE

COMMITTEE ON GOVERNMENTAL AFFAIRS UNITED STATES SENATE

ONE HUNDRED SIXTH CONGRESS

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PERFORMANCE MANAGEMENT IN THE DISTRICT OF COLUMBIA: A PROGRESS REPORT

TUESDAY, MAY 9, 2000

U.S. SENATE,
OVERSIGHT OF GOVERNMENT MANAGEMENT, RESTRUCTURING,
AND THE DISTRICT OF COLUMBIA SUBCOMMITTEE,
OF THE COMMITTEE ON GOVERNMENTAL AFFAIRS,
Washington, DC.

The Subcommittee met, pursuant to notice, at 9:40 a.m., in room SD–342, Dirksen Senate Office Building, Hon. George V. Voinovich, Chairman of the Subcommittee, presiding.

Present: Senators Voinovich and Durbin.

OPENING STATEMENT OF SENATOR VOINOVICH

Senator VOINOVICH. The hearing will come to order.

We have a very busy witness with us here this morning. Mayor, we are very happy to have you come back and visit with us, and Ms. Norton, we are glad to have you here with us. Welcome.

Today the Subcommittee on Oversight of Government Management, Restructuring, and the District of Columbia meets to discuss performance management in the District of Columbia.

First of all, I would like to congratulate the Mayor on some of his accomplishments. One of them that we worked together on was the District of Columbia College Tuition Assistance Act, and I understand, Mayor, that has now been expanded so that D.C. graduates who aspire can attend universities nationwide, exercising one of the options that you had in the legislation in terms of whether there were enough openings at the University of Maryland and at the University of Virginia, and apparently there were not, so it is now open around the country.

We are pleased that we were able to work with you on that initiative, and I was also pleased that the private sector stepped to the table to be supportive, and they are well on their way to raising $30 million for a scholarship fund, so that now the residents of the District have the same opportunities as if they were to live in one of our States, and the added benefit, of course, with the scholarship program.

Mayor, you have also engaged the private sector in a broader discussion of how public-private partnerships can help transform the District into that "shining city on the hill," and I want to congratulate you on this initiative and again pledge to you publicly that I am willing to help in any way, and if the business community focuses in on some things that they think they would like to accomplish, I would be more than happy to try to help you market it na-

tionwide so that you can get more than just the folks who live in and do business in the District.

Mayor WILLIAMS. That is great.

Senator VOINOVICH. This Subcommittee and Congress as a whole remain committed to fulfilling our responsibility to exercise oversight over governance in our capital city. Congress is responsible for approving the spending of $1.9 billion in Federal funds in the District of Columbia, and it is our job to ensure that this money is spent efficiently and to maximize benefits to D.C. residents.

Just for the record, I asked my staff how much money the District receives from the Federal Government, and it is $1.9 billion, but it is understood that $1.5 billion in Federal funds is to administer various Federal grants provided to State, county and local governments. So those are the kinds of dollars that you would get just ordinarily because you are performing the functions that counties, States and municipalities would around the country. Then, there is an extra $435 million in special Federal payments to the District of Columbia in regard to court operations, court services, and offender supervision; and of course, the $17 million in the D.C. College Access Program.

That gives everyone an idea of just how much money and where it is coming from, and it should explain why Congress is interested in reviewing what the District is doing.

In that regard, 1 year ago, this Subcommittee invited Control Board Chair Rivlin and Council Chair Cropp and you, Mayor Williams, to share your thoughts on how the District could improve its performance-based management. As I think about it, that was pretty early on in your term. You were a new Mayor coming in, so you were still getting your feet wet—and I suspect you probably still think you are getting your feet wet. It took me about 5 years.

We have invited the Mayor to meet with us again today to report on the District's progress since last year. The Mayor has unveiled some promising proposals at our last meeting, from the short-term action items, to the D.C. Scorecard, to the polling of District residents in order to determine their highest priorities for the city administration.

I look forward to hearing Mayor Williams' progress report on achieving these goals. There is no question that the Mayor has devoted considerable time over the past year to determining what the goals should be for the District by holding neighborhood forums, compiling the results into comprehensive management strategies and then establishing goals for the District Government agencies.

On April 20 of this year, the Mayor released the first official set of Scorecards for the city government. These Scorecards encapsulate the top priorities for each deputy mayor and agency head into simple checklists. They are easy for the public to understand and are useful, too, for holding government executives accountable for their results.

I am somewhat concerned, however, that the District may not be as far along as it should be in terms of establishing performance expectations. The General Accounting Office released a report last month that raised some valid concerns about performance management in the District, reporting that the city was not able to fully comply with any aspect of the District of Columbia Financial Re-

sponsibility and Management Assistance Act of 1994. That law requires annual performance plans which establish goals for the next year and annual performance reports which evaluate the progress made in meeting the previous year's goals.

According to GAO, the Mayor's performance report does not contain the required information for any of the 542 agency goals identified in the accountability plan. The report also does not describe as required the status of the court orders pertaining to the 12 civil actions concerning activities of the District during FY 99, nor does it identify who is responsible for seeing that a particular goal is met.

The District's failure to report on the goals set in the FY 99 performance accountability plan, Mayor, was of great concern to me. However, my staff tells me that these goals were set by the Control Board, not by the Mayor, and that the Mayor is starting fresh with his own goals for his administration. I understand that explanation, but I hope that next year, we can expect to see the District's performance accountability plan in full compliance with the Federal law.

I am also concerned about the status of the District's most recent performance accountability measures as included in this year's budget request sent to the Council earlier this year. A majority of the measures had targets that were left to be determined or had the exact performance goals of last year. On the other hand, I suspect, Mayor, that year after year, you may have the same performance goals, because it is going to take that long to reach some of them; they are very ambitious.

Finally, with the performance accountability plans, the D.C. Scorecards, and other performance monitors like the Neighborhood Action Plan, I am concerned that the city lacks one comprehensive plan for holding the agency heads accountable. While all the ingredients seem to be present at this point, they appear to be spread throughout numerous performance plans.

While I applaud the important steps the Mayor has taken to this point, I believe that more remains to be done to produce a coherent, easily understood performance plan, and I look forward to learning about your strategy, Mayor, to meet these challenges.

I appreciate your being here today to report on the District's progress and management reform.

When Senator Durbin arrives, I will yield some time to him to make an opening statement.

Mayor, again, we are glad to have you here. I appreciate the good relationship that we have and the telephone calls and the occasional meetings.

Please proceed.

TESTIMONY OF HON. ANTHONY A. WILLIAMS,[1] MAYOR, DISTRICT OF COLUMBIA

Mayor WILLIAMS. Thank you, Senator, and thank you for your interest in and support for our city, and particularly for your commitment to work with us in broadening our public-private partnerships to include the private sector all over our country, because we

[1] The prepared statement of Mayor Williams appears in the Appendix on page 19.

are our Nation's Capital, and we think that businesses all over this country should have a sense of responsibility and ownership and commitment to what happens in our city, and we certainly welcome that, and I want to thank you and Senator Durbin when he gets here, our congresswoman, Congresswoman Norton, who has joined me, for the opportunity to testify on what we are doing in performance management in the District.

In the last 15 months of my administration, the District Government has made great strides in instituting a performance management system that I believe does introduce accountability for each and every agency, for every employee and, as we get into this more extensively, I hope that for our business community, our faith community and our nonprofits, in order to really transform the way we do business, making us more responsive to our citizens.

I believe the approach that we have taken, while it leaves much to be done, and I would readily agree with that, has shown promising results in our first year, and we are going to continue to drive change using this system.

When we took office, we found the challenges that we inherited were quite daunting. For one, accountability for the District workforce was rare, if nonexistent. We had a deeply-entrenched culture resistant to change. There was an infrastructure decimated by deferred maintenance and disinvestment; and technology needs that were grossly inadequate.

I would argue that a year has made a dent in many of these things, but it has made only a dent.

My first priority to get started was to restore faith in government by demonstrating rapid, visible improvements in basic services, so I challenged my cabinet to set an aggressive short-term action agenda. We set concrete objectives with measurable deadlines ranging from a month to no more than a year, and I am proud to report that we completed 90 percent of them during 1999.

However, short-term initiatives are only a down payment. To me, they were there only to build that initial trust and confidence in the government, to give us a little momentum, but ultimately, the challenges facing our city are significantly greater, and we recognize that.

I would like to simply submit for the record the full list of the initiatives, but I want to highlight a few of them and describe how we are building on these short-term successes.[1]

For example, we restructured electrical and building permit processes, eliminating a several-months-long backlog of electrical permits by February and completing 80 percent of complex building reviews within 30 days through 1999. Today, 80 percent of electrical permits are issued within 48 hours, and 95 percent of complex building plans are reviewed within 30 days, which is a significant improvement over the past.

We established a single phone number for residents to call for information and service requests with the launch of the Citywide Call Center, 727–1000, in April 1999. Today we average more than 2,000 phone calls per day, and we can track data on frequently-requested services and how long it takes to resolve them. We are

[1] Attachment I referred to appears in the Appendix on page 24.

building a database where our citizens get a case number, and we hope that in the future—and we are building this process now—we will be able to actually track where their response is somewhere in the agencies as we are responding.

There is a lot of work to be done. We have gone from a system where people rarely answer the phone and were impolite to where people now answer the phone, are polite, do not always know what we are talking about, but they are polite, and I think that is progress.

Welcome, Senator Durbin. I am happy to stop if the Senator wants to make a statement.

Senator DURBIN. No. Please continue.

Mayor WILLIAMS. We targeted open-air drug markets in six communities, and arrests increased through stepped-up enforcement. Now the police department is closely tracking drug activity statistics to document how this short-term action will show reductions in drug activity over time. This initiative has evolved into the Capital Communities Program, a comprehensive strategy to focus a broad spectrum of resources on distressed communities. In some of these Capital Communities Programs, we have seen some indicators of crime go down by more than 50 percent.

So on the basis of our building this initial confidence in the government with the short-term goals, we decided to do something a little untraditional. We decided that in order to build a comprehensive performance management system in the government, we needed to empower citizens to set the priorities for our government. I believe that our citizens have had 20 to 25 years of pent-up civic pride; they love our city, and they are itching to make a difference in our individual neighborhoods. For far too long, local government has not been a reliable partner for our citizens. We wanted to change that, and we started with what we are calling Neighborhood Action, which I would argue is the broad umbrella that will bring all these plans ultimately together.

At our first summit in November, more than 3,000 citizens from all over the city answered the call and spent over 7 hours developing a plan for the city. And it was not just a chit-chat session. We compiled these comments and used citizen priorities to put together the budget for next year. We used them to develop a citywide strategic plan with very specific measurable goals for each agency of government.

The plan is organized around five broad themes that are really common to many cities and certainly are important to our city. The first is achieving Unity of Purpose. An example of Unity of Purpose is building public-private partnerships. Another example is building partnerships with the faith community; making government work—answering the phones, paving the streets, managing fiber optic cuts; promoting economic development—bringing in commercial investment; producing housing; strengthening families, children and youth—the tragic story of what happened to Brianna is an example of the work we need to do in strengthening families and children; and finally, building and sustaining healthy neighborhoods and public safety is a premier example of the need in that area.

Our detailed plan, though, is a great way to keep our government focused and to hold agency directors accountable, but by itself, I believe it is not going to engage our citizens. I want our citizens to be able to see the progress we are making in achieving their priorities, and until they have some evidence that our government is a reliable partner, I believe they will have less incentive to invest themselves, their own resources, their own synagogues, churches, and nonprofits in the interests of our community.

So we have developed a set of Scorecards for myself, for my deputy mayors, and for each of our agency directors, based on the citizens' goals in this plan, and they are listed on Attachment II,[1] entitled "Going to Bat for the District," and they are available at our website, washingtondc.gov.

We are building a virtual e-government, and I hope citizens will keep track of our progress this way. Every citizen can see the score every day; they can see how it changes. And I think that this government in so doing will become more accountable to our public.

Now, issuing a Scorecard is similar to the strategy of last year's short-term action agenda in that we define the goals and inform the public of what they are. We gave agency leadership the resources and support needed to meet their goals, and we established a system to hold them accountable at the end of the day.

I recognize that many of the goals we set for ourselves are a stretch, but I would rather have ambitious targets and come close, rather than meet or exceed timid, weak goals. So this year's goals, for example, include some real stretches. One, for example, is 2,000 new and rehabilitated housing units under construction by December 2000. This is well in excess of last year's production, which is already significant in and of itself.

Another goal is the reduction of 911 response times to 8 minutes for 90 percent of critical medical calls for service. Right now, just to give you a sense of context, only 42 percent of calls meet that standard. So there is a lot of work to be done to meet that goal.

Another goal is reduced wait times at Department of Motor Vehicles to 30 minutes or less for 80 percent of driver's license and inspection transactions. We had declared that we were meeting a 30-minute goal until we actually started measuring what was happening, and then we recognized that, whoops—we were really far away from that 30-minute goal. To me, the Department of Motor Vehicles is a great example of where these goals are meaningless, these Scorecards are meaningless, unless there is some independent validation, and I will talk about that in a second.

But the Scorecard is only one element of the broader performance management system we have in place for evaluation. It is a public statement of a few commitments we are making, but it is not the exhaustive list of everything in our Citywide Strategic Plan.

To capitalize on short-term successes and to institute long-term systemic changes, last spring, I instructed agency directors to develop strategic plans evaluating existing practices and proposing comprehensive improvements for their agencies. Directors were to make tough assessments of their organizations' strengths and

[1] Attachment II referred to appears in the Appendix on page 31.

weaknesses and competencies; question what businesses their agencies were in and what businesses they should get out of; and identify strategies for change.

I have set up performance contracts based on these agency plans with my deputy mayors and agency directors so that they know exactly what they are responsible for delivering, and their job security depends on their effectiveness. These are attached in Attachment III,[1] and an example is the DMV performance contract. Again, this performance contract, like the Scorecard, will be related to the Citywide Strategic Plan, which will serve as the one single, unified plan to which you referred, Senator.

However, we are not waiting for mid-year and year-end evaluations to judge agency successes. We are tracking the performance contract commitments on an ongoing basis. And to give you a flavor of the types of commitments and results we are seeing this year, I can talk about DMV, which is one of our highest-profile customer service operations.

Almost every resident has to register a car, have it inspected, and get a driver's license. Sherryl Hobbs Newman set an ambitious year 2000 goal of 80 percent of license and registration transactions within 30 minutes as new data system were revealing the extent of the problem with average process times of 1 hour or more. The District just announced aggressive strategies to move us toward the target by December 2000, for example—additional personnel and additional counter bays at the C Street main facility; we are going to be open now on weekdays later this month until 10 p.m., and we are hoping that by distributing volume overall, those hours and throughout all those bays, as well as organizing our traffic better, we can reach this goal. Also, customer service training will be developed and provided by USAIR, an example of a public-private partnership. We have also received from USAIR stress management for our employees. If you are an employee sitting at the counter, and you are dealing with people who have been waiting for an hour, they are not always in the best mood or temper. This week, we will announce temporary trailers as we explore sites for additional facilities. We are building a new satellite to the DMV, but we are not waiting for that; we are actually going to be putting up temporary sites to relieve the load down at C Street. And finally, we will have site designs that address parking needs of residents visiting DMV, because there is nothing more galling than to come down to register your car and find no place to park, then you wait too long, and when you come out, you have a $50 ticket on your car. That does not put people in a good mood.

On the Office of Contracting and Procurement, our initial analysis of the agency's workload there indicated that nearly half of agency transactions were for less than $2,500, but less than one percent of the District's contract dollars were spent on these small transactions. So we proposed an innovative strategy to establish purchase cards for those small transactions. This was piloted at our D.C. Public Library in November, and nine additional agencies will come on line by July 2000. In addition, Contracting and Procurement is working with the D.C. Public Schools to deploy purchase

[1] Attachment III referred to appears in the Appendix on page 33.

cards there as part of a broader initiative to empower D.C. Public Schools with its own procurement authority. I also list in my testimony, submitted for the record, the Department of Parks and Recreation.

But I want to talk briefly about accountability, because with performance contracts in place for directors at mission-critical agencies, the D.C. Office of Personnel is rolling out a comprehensive performance management program throughout our government in the summer of 2000. Our agencies are developing performance agreements for every District employee aligned to the Citywide Strategic Plan, which again is the unified plan that we are seeking, and all of our agencies' goals and objectives. All of these agreements will be in place by October 2000.

This is part of my goal to create a Unity of Purpose in which we want all of our employees to understand our Citywide Strategic Plan and accept and adopt a personal role in supporting and executing that plan, and then incorporate the goals and objectives of this plan in their day-to-day work.

How can we be sure that we are meeting these goals? We are not just taking agency reports on faith. Agencies are required to provide a clear definition of each Scorecard measure, how the data is collected, how it is calculated and reported. This approach is based on the Office of Management and Budget's guidelines to Federal agencies for ensuring verifiable and valid performance data. A great example again is the DMV where, before we had the schematic system where you can actually measure waiting times, we could tell people that we had 30-minute waiting times, and no one really knew. Now that we have some measurement device to actually validate our information, we know that we have work to do.

On remaining work to be done, I believe that my administration has made significant progress linking strategic planning, budget formulation, performance expectations and evaluation, but I recognize and certainly acknowledge the need to do much more. Sustaining progress, ensuring valid and reliable data, unifying the different plans, and benchmarking progress against other jurisdictions are among our objectives for year 2000.

For us, "performance management" is not just a catch phrase. It is our way to make sure that our students get the books they need; it is our way to make sure that our senior citizens get the meals they need; it is our way to ensure that teachers will be paid on time, that foster families get the services they need. In short, it is our way to show that democracy can work in the District of Columbia and that we can make our way toward the city we all know and love.

I thank you very much for the opportunity to testify, and I would be happy to answer your questions.

Senator VOINOVICH. Thank you, Mayor.

Senator Durbin, we welcome you this morning. I want to publicly acknowledge the conscientiousness of Senator Durbin. We have been having lots of meetings, and Senator, I really appreciate that fact that you are here.

OPENING STATEMENT OF SENATOR DURBIN

Senator DURBIN. Thanks very much, Mr. Chairman.

I want to apologize for coming in late and also for the fact that the full Appropriations Committee is meeting as of this moment, and I will be asked to go there for the markup shortly. I wear two hats, as the Ranking Democrat on both the authorizing and appropriating subcommittees for the District of Columbia, so I will try to do both duties, and I thank you for your leadership.

We are fortunate to have in the room two men with mayoral experience on a Capitol Hill which is populated by a lot of people who apparently want mayoral experience, because they try to run your city for you, Mr. Mayor. And I am not one of them—I think you are doing a fine job. I have seen a lot of leaders before you who have tried, and I think you have achieved more in the 16 or so months that you have served.

Delegate Norton, of course, fights this battle on a daily basis over in the House of Representatives, and I salute her for her leadership.

I think that your reaching out to the neighborhoods to establish priorities—and it has been recognized nationally—is the kind of grassroots leadership that the District of Columbia needs so the government connects with the people who live here.

There was a big controversy last year over the proposed tax cut that came from the City Council, and as a result of that, I asked for quarterly reports from your administration about some key indicators that I think really help us to understand whether we are making progress in the District of Columbia. They run the gamut from public health concerns, rat eradication, to questions about public safety, which of course are paramount in the minds of everyone who visits and lives in the District. But I guess the most important one in my mind was children and whether the District is responding, both in the schools and in the city services, to the needs of the children. This hearing is a good illustration of an effort to make sure the best management techniques are in place.

My only question to you, if I might, Mr. Chairman, before I have to leave is whether you feel that the system that you are currently using to measure standards starts with good baseline data. Of course, you have to establish that before you can establish whether or not you are making progress. How do you come up with verifiable baseline data in terms of performance and services available to the residents of the District of Columbia?

Mayor WILLIAMS. Senator, one of the reasons why some of the reports that GAO refers to, and the Senator referred to, have information left out is not only because in some instances, we inherited performance plans, in some instances, we do not yet have full authority over parts of the government, part of the reason is because we do not yet have the information in some of these agencies on which to build a reliable performance program. We felt it was important to put in place those operations and processes and systems, get the data, and then build a plan, as opposed to just putting a plan out there for plan's sake.

So we have made a conscious effort to begin with our agencies, come up with an initial discussion of a Strategic Plan, then go to our citizens and, working with our citizens, come up with a final Strategic Plan and then build that out through our budget, build that out through our agencies.

We have now, for example, begun a compensation classification system where every employee will have a sense of ownership of this plan. And initially, 1,200 employees will be signed on.

To give you an example of agencies outside our control, we have brought in Grace Lopes, who is our representative with the receivers in consultation with the different plaintiffs' groups, in consultation with the different judges involved. We want to establish standards and expectations with them and then fold them into our plan. We are trying to work with the school system to fold it in and, piece by piece, build one unified, comprehensive whole beginning with what we can control and then working our way out. And it is painstaking and laborious.

Senator DURBIN. I think you are on the right track, and I am really impressed with the job that you have done and hope to help you in my capacity here on the Hill.

Mr. Chairman, thank you for allowing me to say a few words before I have to run off.

Mayor WILLIAMS. Thank you, Senator. I appreciate it.

Senator VOINOVICH. Thank you, Senator.

Mayor, I would like to just focus on a couple of big areas before we get into some of the details. Did you understand in my opening statement what I was driving at in terms of coordinating and getting all these plans organized so that it is easy to understand?

Mayor WILLIAMS. Yes.

Senator VOINOVICH. I would be interested in your comments about how you think that can get done.

Mayor WILLIAMS. As you know, I think it was part of the Appropriations Act and maybe the Revitalization Act for the District, there was a requirement analogous to GPRA that we have a performance plan for the District and then a management report on the basis of that plan.

As the report indicates—and I make no contest with it—there were problems in that we inherited a planning structure that had been started by the Control Board, and everyone knew that we were going to put in place our own planning and reporting structure, and we have begun to do that.

It was also mentioned that there were many goals at lower levels that were left out; there were some agency managers who were left out. In the case of agency managers, because we are in the process of working our way into the agencies, creating this Management Supervisory Service, which I would be happy to talk about and where in many instances there may be some changes, we want to wait until new managers were in place who felt sponsorship of the plan, who accepted the plan, and to put their measures in place as opposed to again imposing these measures on someone who may not have been part of creating them, may not have had ownership of them.

Finally—and I think this is a big part that really isn't referred to in the GAO report—you have receiverships, you have the schools, you have independent boards and commissions that are not directly under the authority and in some instances are not at all under the authority of the Mayor, and here, it is going to take coordination and cooperation of independent entities to work toward this unified whole.

I am confident that we can do that, but we wanted to begin initially with agencies under our own control, because it is my vision that we not only have receiverships involved in this, the schools involved in this, the boards and commissions involved in this, but I have taken some initial steps—and again, this is a long road—to try to get the business community and the faith community involved in this.

To give you an example of the faith community, as an initial step, in addition to our regular Mayor's prayer breakfast which the city has held now for 25 years, we had a National Conference on the Role of Faith Community and Community-Building, and we had Reverend Floyd Flake from New York as our keynote speaker, talking about ways in which the faith community can play a role in family counseling, crisis intervention, support for children, and education.

My vision is that ultimately, if you look at a performance plan for our community, it is not just what we expect the government to do but what all of us expect one another to do, if that makes sense.

Senator VOINOVICH. The thing that I am really interested in, in anticipation, a year from now is that the Neighborhood Action Plan presents goals for each department and agency, and that is a great idea to go out to the citizens and ask what they want, talking to the customers—too often we do not talk to the customers, and we decide what they want, and then we find out that it is not really what they want—but you have that.

Then, the performance contract lays out three levels of performance—below expectations, met expectations, and exceeded expectations. And then, the performance measures in this year's budget proposals appear to identify the responsible manager for each goal.

I guess what I am driving at is that you have your neighborhood goals, and you have your Scorecard, and to make sure that is all in the same performance plan so that you do not look at the Scorecard over here and see how you are doing here, and you have your performance plan over here—because in so many instances, it is the same stuff. I just think that from a measurement and accountability point of view, if you have it in one document——

Mayor WILLIAMS. Right—and we could go into great detail on this in September. But we could start with a citywide plan that is a combination of what we are hearing from our agencies and from our citizens, and there would be a set of stated goals. Then, from those goals would come the measures that we are using to put into performance contracts with the agencies. From those same goals would come the measures that go into the budget, which really serves as the performance plan for the District for purposes of this act. We would like to see the timing change so that when we submit the performance plan, we are also submitting the budget, because they really should go together, as you know, and we want them to go together.

From these same goals would come not only the budget and these performance contracts, but would come the Scorecard, and these would be the measures that we are testing in terms of this evaluation.

So I really see all of it as being connected.

Senator VOINOVICH. That does provide a problem, because if I am not mistaken, I think the law says that the performance plan is due on March 1. I know that you have decided that you want to wait until the budget—do you want to go into that? Because we have had some people look at that, and they have come back, and they really do not feel it is necessary that the performance plan and the budget have to be at the same time; that there is no reason why you cannot put a performance plan in earlier and then submit your budget to the Council.

Would you like to comment on that?

Mayor WILLIAMS. Well, I think that to work well, the performance plan and the budget have to work together and really have to contain a lot of the same information, because modern budgeting is performance budgeting, and folks who say that we can do the performance plan and then do the budget are correct in the abstract, but they have got to be down where we are, trying to do a budget in the District. We have one of the most complicated budget processes in the Nation because of the number of people who are involved. We are doing our budget without the same—even in the best of circumstances, for example, when we get our audit done in February, we are doing our budget without the kind of lead time that other jurisdictions have to properly forecast economic conditions, revenues and expenditures. We have got to go through a very laborious and painstaking process.

In the best of worlds, I would like to see our city have a biennial budget process because we spend such an enormous amount of time on the budget. We finish one budget, and by the time it gets to the Congress, we have already started another budget.

So in the midst of all this, we have to also give the proper weight and attention—and I want to give enormous weight and attention—to performance planning on a different cycle—we are just adding another cycle to a system that already has a lot of cycles. And it certainly can be done in the abstract, but it is very difficult.

Senator VOINOVICH. The law is that it has got to be by March 1, and I think if it is possible that you could do that by next year by March 1, I think it would be well-taken; and maybe you will be in a much better position to do it after you have put the two of them together this year.

The other thing is that many people have no comprehension in terms of the responsibilities you have. You have the typical municipal responsibilities, you have county responsibilities, and you have some State responsibilities. How many different budgets do you have—is the city budget coincidental with the Federal budget? When I was a county commissioner, we had the county budget which was on a July cycle, we had the Federal budget which was on an October cycle, and then we had a city budget that was on a calendar, and we had to try to keep track of the revenue sources.

Is the city budget based on the same as the Federal budget cycle, beginning in October?

Mayor WILLIAMS. Right. Our budget is a Federal budget, and most State and local jurisdictions that I know of are July 1, and June 30.

Senator VOINOVICH. So you have one budget calendar—your city budget then coincides with the Federal budget?

Mayor WILLIAMS. Right, and we are trying to jam an enormous amount of processing, planning, coordination—you are trying to wrap up your audit of 1 year; you are beginning your execution of another year, and in many instances, you have just started your execution because the budget did not start until January because people could not agree on whatever they could not agree on; and you are also trying to plan another budget.

I do not know what is particularly sacrosanct about March 1.

Senator VOINOVICH. I do not, either, but that is what the law says.

Mayor WILLIAMS. Yes.

I was also going to mention that most—I am trying to think if there are some—but from my own experience, I know that the way the GPRA was established and constructed, the Federal agencies submit their performance plans with their budget. So just to be consistent, I think it would make sense for us to do the same. It is not the end of the world; it is just something that would certainly allow this planning process to work better and more efficiently for everybody involved.

Senator VOINOVICH. My only comment is that you are going to do it for the first time this year, and you might give some thought to doing it in terms of the deadline for next year.

One of the things that has come to the attention of this Subcommittee is the human capital crisis in the Federal Government. With the low unemployment, would you like to comment on your ability to attract talented people to head various city agencies and how that is coming along?

Mayor WILLIAMS. In every position that I have filled at a high level in this government, I have worked with the business community. In the first instance, as I got started, one of our major companies here gave us four or five headhunting firms to work with us on a whole range of different positions, and I expected a long line of people at my door, ready to come on in. But a tight labor market, the daunting challenges that confront the city, and frankly, a history of this city where we have a reputation for bringing everyone out into the palace courtyard and executing them periodically, just created a situation where that line was not as long as I would have liked it to be.

We have continued to work with our business community and the Federal Government to recruit the very best and most able people, but I think that our medium- and even long-term salvation is really to spend a lot of time and attention on this Management Supervisory Service and groom our own farm team. Looking at your own city and other cities, one of the things that impressed me was that for many of these positions, they are hiring people in the city; they are hiring people who worked in the government or worked in the private sector in the city. There is this talent pool in the city that they are drawing from. I think we need to build and maintain that same talent pool here so that every time there is an opening, we can readily draw on ready talent that we have already nurtured and groomed in our own ranks.

I think that having a Management Supervisory Service where everyone is working at will, in exchange for top-quality pay, is going to allow us to do that.

Senator VOINOVICH. Well, I must say, looking at what we are doing on the Federal level, that we have some major problems, because by 2004, 31 percent of our people will be leaving, and another 21 percent will be eligible to retire. It might be interesting for you to get a little snapshot of exactly where your workforce is in terms of retirement.

The other issue is the competency that you need in your various departments and getting a handle on it. So often, whether you are going to be able to perform some of the things that you want to—not often, but most of the time—has to do with whether you can get the qualified people to do the work. I think the issue of human capital—and we will make something available to you—is really an issue that, in putting together performance plans and other things, sometimes seems to get the back of the hand; you put it together, and nobody is thinking about what kind of people are we going to need in order to achieve these goals that we have set for ourselves.

The other thing I would be interested to know is what you have done in terms of benchmarking. You mentioned your Department of Motor Vehicles. Have you examined other departments around the country in terms of how they handle their situations, so you could copy those that are working? How are you going about making that improvement to reduce it down to that—I think your goal is a 30-minute waiting period.

Mayor WILLIAMS. At a very broad macro level, as you know, in my first year, I spent a lot of time in other cities looking at how they did business and really looking at individual agencies and how they worked, collecting information, and began benchmarking at a broad level, a citywide level, if you will.

We have worked with an organization called the ICMA, and my first budget last year had a lot of benchmarking information; and we plan a systemic effort now of including this same kind of comparative information in the performance plan that we will be doing in the next year, and in the next budget and the next performance plan will have a heavy dose of this benchmarking information, because for one thing, it gives us a way to understand what we need to do in terms of performance, and it also is data that we need to understand what right-sizing our government means. Everyone believes that we can right-size the District Government, that it is still inefficient and out-of-size in many, many different ways, but to what level.

To give you an example, in the police department, we have some benchmarking on the police department. We can use this information to determine over the long run where we want our police department to be, or over the long run, where do we want DMV to be.

Sometimes, though, you get conflicting information. New York City has a tremendous drop in crime, has the highest number of officers per capita in the country, but at the same time, San Diego had the greatest drop in crime of any of the major cities, and they have the lowest ratio of police per capita.

Senator VOINOVICH. That is one of the things that we talked about earlier, and I would love to have you come back in September to talk about how you are going to coordinate all of these plans so we can get ready for next year, and I would also like to

go into more detail on the police department. It is an interesting issue in regard to size. So often, it is not how many you have but what you do with the ones that you have.

Do you have any idea how many or what percentage of your department is employed out on the street?

Mayor WILLIAMS. The chief and I would both agree it is still too little, but we have made a goal over the next year to get 200 more police officers out on the street. That is a combination of 150 officers that we hope to recruit either laterally or through new hires and 50 that we are going to get from behind desks as part of this civilianization program.

Having said that, though, I think the chief has done a good job in two things. He has done something we used to call "Summer Mobile Force," and we are now just calling "Mobile Force," because we do it all year, where we have a special deployment of police out on the street at any given time at night. We have also created something called "Power Shift" that you may have heard some controversy about, where we have tried to align the deployment of our officers not 9 to 5, but to the time when crime is most likely to occur, which as you know is not 9 to 5—it happens in the evening. That has definitely had an effect out there in the neighborhoods.

Senator VOINOVICH. Do you have all two-men cars, or do you have one-man, or does it vary?

Mayor WILLIAMS. I would say, based on the operation and division, it varies.

Senator VOINOVICH. So there is no requirement that you have two people in each automobile?

Mayor WILLIAMS. On that, I could get back to you on what the actual requirement is.

Senator VOINOVICH. Yes. As I said, I would really like to get into some of the detail in terms of deployment and how they are deployed and response time.

You were saying regarding Emergency Medical Services that you want to get it down below 8 minutes; is that correct?

Mayor WILLIAMS. Down below 8 minutes, and it is a combination of the actual response time of the fire and EMS and the actual processing in the call center. We are doing our share in terms of building a cadre of people who are better able to respond to the calls and answer them effectively and professionally, our own system, and working with Bell Atlantic, a private vendor, to see that we have upgraded their component of the system as well, because there is a systems component, a people part, and the fire and EMS part. On the fire and EMS part, we have launched a pilot under former Chief Tippett to cross-train our fire suppression and EMS people so that your first-line responder is better able to respond to that emergency, because what actually happens in many instances is that you have someone respond, but they are not able or equipped to respond to that medical emergency. So we are trying to change that.

Senator VOINOVICH. I know a little something about that, because last year, we had an emergency in Cleveland, and I was not aware that they had changed the system, but not only did EMS show up, but we had a big fire truck come down the street. That is the new protocol—they send EMS and the fire service. Of course,

my question was what if a fire occurred at this time, and apparently, they would respond to the fire; but they decided to back up the EMS. It was amazing to me, because they got there in about a minute and a half. It was just incredible—and I do not think they were waiting outside the house.

Mayor WILLIAMS. One thing I have learned as Mayor is that there are fire suppression personnel, and there are EMS people, and they are different; and there is a fierce debate around the country on this whole issue.

Senator VOINOVICH. And that debate is still going on in my home town.

The interesting thing is to find out how other people are doing things, because you have to jump-start some things. I was going to say that best practices in terms of things like procurement, using the Smart Card and doing some of the lower purchases using the card instead of the typical paperwork that one has to do in terms of procurement, is a big issue.

Mayor WILLIAMS. I blatantly steal from other cities, and they know I do that.

Senator VOINOVICH. There is nothing wrong with that as long as they are best practices and they are working.

I just want to emphasize again the importance of the human capital part of the job in terms of the quality of the people that you have, the ability to keep those who are quality, the ability to attract new people to come to work for the city, the issue of incentive programs, the issue of training of your workers, and the issue of empowering people who work for you, because I really believe that those of us in government are going to be in a more and more difficult position in the next couple of years in terms of holding the people that we have and also trying to encourage them to come to work for us—particularly people who have special skills. As we move more toward technology, it is going to be more and more difficult to attract them, because the private sector is really doing a job of enticing them to go to work for them. It is a terrible thing to wake up one day and find out you do not have the folks; or, in the alternative, I recall when I became Mayor of Cleveland that one of the problems we had was that our salary schedule was not competitive. My folks said you cannot go to the council and ask them for more money, and I said why not. They said, well, you are asking for more money to hire people. And I said, if they want me to hire good people, I have to have a salary schedule that is competitive. So I said let us go and talk to them about it. And it was amazing, after I explained what the situation was and the kind of people that we wanted to bring to the city and where we were in terms of our salary schedule, that they got it, and they adjusted the salary schedule so we could attract those individuals.

Again, so often, there is the reaction that these are "government workers." Well, I think government workers are the finest workers we have in America and are very, very underrated, and I think that if we are going to keep the good ones and attract the other ones, we have got to have a really good plan in place that will create an environment where they want to stay with us because they feel they are challenged, and they are being recognized, and also

have a program where you can encourage new people to come in and go to work for you.

Mayor WILLIAMS. I know, Senator, in our city—this may hold true with the Federal Government—as far as our demographics, we have a huge number of people now who are retiring. So the good news is that we can use this as an easier way—I will put it that way—to bring our government to its right size without huge RIFs or devastation of the work force. But the bad side of it is—you are right—that if you are not careful—and this has happened to our city in the past, where we had to make some serious cuts, and we used early buyouts, for example, early retirement—if you are not careful, you lose a lot of your institutional knowledge and wherewithal and expertise.

Senator VOINOVICH. You just gave me an idea, Mayor—maybe that is one reason why we have even more to worry about in the Federal Government. People reach age 55, and they can retire and go to work for the D.C. Government—and I know you are not out recruiting them right now.

Mayor WILLIAMS. It is an interesting thought, though. [Laughter.]

Senator VOINOVICH. Last but not least, you and I have talked on several occasions about cooperative agreements, and I called you in particular about the Hill, and I would like to report to you that we have had some excellent relations with Gary Albrecht, and from what I understand there is a good relationship, a cooperative agreement, between the D.C. Police and the Capitol Police, but that we have other agencies here on the Hill that should be part of those cooperative agreements. So I would like to continue to pursue that with you and would like to talk about that again in September to see how much cooperation you have been able to get to see if we cannot enhance the reaction to crime not only on the Hill, but also to deal with some of the other agencies that we have around Washington. For example, I know that after the tragedy that occurred at the Zoo, you called and talked about that issue.

So we are going to do everything we can to encourage Federal agencies that have separate security departments to investigate the opportunities they may have to work more closely with the District. I really believe that if those cooperative agreements can be entered into, and there is more communication back and forth between the security forces here in the District, that everyone will be a lot safer, and we will be doing a better job of utilizing the resources that we currently have.

There is no reason why there cannot be much better communication and more cooperation among the various police entities that we have in the District.

Mayor WILLIAMS. I recall, Mr. Chairman, before you were in your current position and I was Mayor—this was during the height of our fiscal crisis and our other problems—I was pushing very hard for cooperation between the different police departments, because I think a lot of people in our city feel that, for example, the IMF and the World Bank, in terms of managing traffic and motorcades, do a great job of cooperating with one another, and we can build on that.

I believe there have been gaps sometimes where we can share intelligence and know-how and we have not.

Senator VOINOVICH. I would like—and maybe Congresswoman Norton can help out, too—to encourage those Federal agencies that have separate security departments to reach out and have a little better relationship with the D.C. Police Department. Too often, I think they have an idea that they just have their separate little domain and turf, and they do not really need to bother with anyone else. But if they really think about it, they could enhance their own capabilities by understanding that they do have a symbiotic relationship with a lot of the other security forces that you have in the District.

Mayor WILLIAMS. Yes.

Senator VOINOVICH. Do you have anything else that you would like to share with me today?

Mayor WILLIAMS. I think the thing that we are most excited about is using your good offices to broaden this partnership that really is emerging between our city and the business community, and I think the most spectacular example is what the Congress was able to do and our business leaders, the civic leadership of the city, with the College Access Program. For the first time, that represented the regional and District business leadership coming together with government leaders. If we can use that model to now expand and include businesses all over the country, I think that has exciting possibilities.

I have talked with the business community here, and our goal over the next year is to try to see that every school has a business sponsor, and in conjunction with that business sponsor, we are getting the very best principals, and we are getting a good business manager for each school. This is just one example of what that kind of program can develop and anticipate.

Senator VOINOVICH. I know you have been meeting with the business community, and I am anxious to hear what they finally agree to do. As I have told you, I have talked with the Cleveland Tomorrow people, I have talked with the Cleveland Scholarship people, and if you are ever interested in having them come in to sit down with you and your business community, I would be more than happy to get that done.

Mayor WILLIAMS. Thank you, Mr. Chairman. We appreciate it.

Senator VOINOVICH. Thanks for being here today. We will see you again.

Mayor WILLIAMS. Thank you.

Senator VOINOVICH. Our meeting is adjourned.

[Whereupon, at 10:40 a.m., the Subcommittee was adjourned.]

APPENDIX

ANTHONY A. WILLIAMS
MAYOR

Beyond the Basics
Sustaining Success Through Performance Management

Testimony of Mayor Anthony Williams

Subcommittee on Oversight of Government, Restructuring and the District of Columbia
Committee on Governmental Affairs
U.S. Senate

May 9, 2000

Introduction
Chairman Voinovich, Senator Durbin, thank you for the opportunity to testify before you today on performance management in the District of Columbia. In the first fifteen months of my administration, the District government has made great strides in instituting a performance management system that introduces accountability for each and every agency and employee in order to transform the government into one that is responsive to citizens. This approach has already shown promising results in my first year in office and will continue to drive change in years to come.

When I took office, the management challenges my administration inherited were daunting:

1. Accountability for the District workforce was rare, if not non-existent;
2. A deeply entrenched culture resistant to change;
3. An infra-structure decimated by deferred maintenance and disinvestment; and
4. Technology needs that were grossly inadequate.

Attacking these underlying issues is a long-term effort, but we needed immediate successes.

1999 Short-term Action Agenda
My first priority was to restore faith in government by demonstrating rapid, visible improvements in basic services. I challenged my cabinet to set an aggressive Short-term Action agenda. We set concrete objectives with measurable deadlines, ranging from a month to no more than a year and I am proud to report that we completed 90 percent of them during 1999.

However, short-term initiatives are only a down payment. They built trust and confidence, and they gave us a little momentum, but ultimately the challenges facing the District are significantly greater.

I would like to simply submit for the record the full list of the initiatives (**Attachment I: Achieving Our Goals**), but I want to highlight a few and describe how we are building on these short-term successes:

- We restructured electrical and building permit processes, eliminating a several months-long backlog of electrical permits by February and completing 80 percent of complex building reviews within 30 days throughout 1999.
  - Today, eighty percent of electrical permits are issued within 48 hours and 95 percent of complex building plans are reviewed within 30 days.
- We established a single phone number for residents to call for information and service requests with the launch of the Citywide Call Center (727-1000) in April 1999.
  - Today we average more than 2,000 phone calls per day and we can track performance data on frequently requested services and how long it takes to resolve them.
- We targeted open-air drug markets in six communities and arrests increased through stepped-up enforcement. Now, the Police Department is closely tracking drug activity statistics to document how this short-term action will show reductions in drug activity over time. Shutting down a drug market is only the first step in reclaiming a neighborhood for its residents.
  - This initiative has evolved into the Capital Communities program, a comprehensive strategy to focus a broad spectrum of resources on distressed communities. The name Capital Community signifies the focus on and involvement of community, the investment of capital resources, the location of the community in the nation's capital, and the goal of turning the community into a first-rate neighborhood.

A Citywide Strategic Plan

In formulating my priorities I decided to do something a little untraditional. I decided to empower citizens to set priorities for our government. Our citizens have 20 years of pent up civic pride. They love the city and they're itching to make a difference in their neighborhood. For far too long, local government has not been a reliable partner. So I held a citizen summit in November. More than 3,000 residents answered the call and came to help me set priorities for the city and their neighborhood.

This wasn't just a feel good exercise. We compiled those comments and used citizen priorities to put together the budget for next year. I also used them to develop a citywide strategic plan-with a set of very specific, measurable goals for every agency of our government. The plan is organized around five priority areas:

- Building and Sustaining Healthy Neighborhoods

- Strengthening Families, Children, Youth
- Promoting Economic Development
- Making Government Work
- Enhancing Unity of Purpose

Using the citywide plan as a template, throughout 2000-2001 residents will be engaged in a *Neighborhood Action* planning process that provides communities an opportunity to establish their own unique neighborhood priorities.

2000 Mayor's Scorecard

A detailed plan is a great way to keep our government focused and to hold agency directors accountable. But by itself, it's not going to engage the public. I want our citizens to be able to see the progress we are making on achieving their priorities. Until they have some evidence that government will be a reliable partner, they'll have less of an incentive to invest themselves in their community.

So I've developed a set of "Scorecards" for myself and my agency directors-based on citizens' goals from our strategic plan. (**Attachment II: Going to Bat for the District**). The scorecards are available on our website, www.washingtondc.gov. We are building a virtual e-government and I hope citizens will keep track of our progress. If every citizen can see the score every day, then this government will become more accountable to the public. It's a management tool to maintain a sense of urgency in our government.

Issuing a Scorecard is similar to the strategy of last year's Short-term Action Agenda. The District:

- Defined the goals and informed the public what they are;
- Gave agency leadership the resources and support needed to meet the goals; and
- Established a system to hold them accountable at the end of the day.

I recognize that many of the goals we set for ourselves are a stretch, but I would rather have ambitious targets and come close than meet or exceed timid goals. This year's goals include:

- 2,000 new and rehabilitated housing units under construction by December 2000 is well in excess of last year's production.
- Reduction of 911 response times to 8:00 minutes for 90 percent of critical medical calls for service. Right now, only 42 percent of calls meet that standard.
- Reduced wait-times at Department of Motor Vehicles to 30 minutes or less for 80 percent of drivers license and inspection transactions. With average transaction times of just under an hour, DMV's recent operational changes have yet to impact overall performance.

The Scorecard's Place in the Performance Management System

The Scorecard is only one element of the broader performance management system we have in place to evaluate our Deputy Mayors and our Agency Directors. It is a public statement of a few commitments we are making, but it is not an exhaustive list of everything in our Citywide Strategic Plan.

To capitalize on short-term successes and to institute long-term systemic changes, last spring I instructed agency directors to develop strategic plans evaluating existing practices and proposing comprehensive improvements. Directors were to make tough assessments of their organizations' strengths and competencies; question what businesses their agencies were in and what businesses they should get out of; and identify strategies for innovation.

I've set up performance contracts based on these agency plans with my Deputy Mayors and Agency Directors so that they know exactly what they are responsible for delivering and their job security depends on their effectiveness. I'm going to be evaluating their progress twice a year and after the formal year-end evaluation, directors will be rated as meeting, exceeding or below expectations. (**Attachment III: DMV Performance Contract**)

However, we are not waiting for mid-year and year-end evaluations to judge agency success. We are tracking the performance contract commitments on an ongoing basis. Let me give you a flavor of the type of commitments and results we are seeing this year:

- Department of Motor Vehicles: DMV is one of our highest profile "customer service" operations. Almost every resident has to register ~~their~~ a car, have it inspected and get a driver's license. Sherryl Hobbs Newman set an ambitious year 2000 target of 80 percent of license and registration transactions within 30 minutes as new data systems were revealing the extent of the problem with average process times of an hour or more. The District just announced aggressive strategies to move us towards that target by December 2000: 1) additional personnel and additional counter-bays at the C Street main facility, 2) customer service training developed and provided by US Air, 3) temporary trailers as we explore sites for additional facilities; and 4) site designs that address parking needs of residents visiting DMV.

- Office of Contracting and Procurement: Elliott Branch's initial analysis of his agency's workload indicated that nearly half of agency transactions were for less than $2,500, but less than one percent of the District's contract dollars were spent on those small transactions. He proposed an innovative strategy to establish purchase cards for those small transactions. Piloted at the DC Public Library in November, nine additional agencies will come on-line by July 2000. In addition, OCP is working with the DC Public Schools to deploy purchase cards as part of the broader initiative to empower DCPS with its own procurement authority. As the Purchase Card program is expanded, contracting personnel can focus their time and energy on large dollar contracts.

- Department of Parks and Recreation: Bob Newman recognized the need to improve program quality and consistency at the Department of Parks and Recreation (DPR). He committed to achieve national safety standards at all DPR playgrounds by December 1999, accredit 50 percent of DPR childcare programs during FY 2000 and ensure that more than 40 percent of DPR coaches hold professional certification. All DPR playgrounds met National Consumer Product Safety standards by December. DPR has completed its daycare center program changes and is awaiting inspections

by the National Association for the Education of Young Children (NAEYC), but is ahead of its internal target. And as of March 2000, more than 50 percent of DPR coaches hold professional certifications.

Creating a Culture of Accountability within the Government
With performance contracts in place for the directors at mission critical agencies, the D.C. Office of Personnel is rolling out a comprehensive Performance Management Program throughout the Summer of 2000. Our agencies are developing performance agreements for every District employee aligned to the Citywide Strategic Plan and their agency's goals and objectives. These agreements will be in place by October 2000.

This is part of my goal to create a Unity of Purpose. I want all employees to

- Understand the City-wide Strategic Plan
- Accept and adopt own role in supporting and executing the plan
- Incorporate those goals and objectives into their day to day work

Independent Verification and Validation
How can we be sure we're meeting our goals? We are not just taking agency reports on faith. Agencies are required to provide a clear definition of each Scorecard measure, how the data is collected, calculated and reported. This approach is based on the Office of Management and Budget's guidelines to Federal agencies for ensuring verifiable and valid performance data in their Performance Accountability Plans and Reports. We will start with the Scorecard commitments and will require similar documentation for each measure in directors' FY 2001 performance contracts.

Ultimately, I want this system to stand up to outside verification. I'd like our Inspector General to provide an audit some of our scorecard items at year-end. Agencies will have provided documentation of how they present performance data, and the Inspector General can determine whether they followed their methodology and whether it was a valid approach.

Remaining Work in Performance Management
My administration has made significant progress in performance management in its first year, linking strategic planning, budget formulation, performance expectations and evaluation. But I recognize the need to do more. Sustaining progress, ensuring valid and reliable data, and benchmarking progress against other jurisdictions are among the District's objectives in 2000.

Performance management isn't just a catch phrase. It's our way to make sure that students get the books they need. That senior citizens get the meals they need. That teachers are paid on time. That foster families get the services they need. In short, we're talking about restoring faith in government, and being a partner to our citizens, our children, and our families.

Thank you. I will now be glad to answer any questions you might have.

GOVERNMENT OF THE DISTRICT OF COLUMBIA

ACHIEVING OUR GOALS

GOAL: A CLEAN CITY		
ACTION ITEM	PROMISED	DELIVERED
Thomas Circle Underpass Reopened	Feb. 15	Completed Feb. 12
Rid-a-Rat Campaign Launched	Feb. 28	Underway March 5
Pothole Blitz Launched: 95% of Reported Potholes Filled within 48 Hours	Feb. 28	Underway March 1
Gateway Beautification Launched along Georgia Ave., New York Ave., East Capitol St., and H St., N.E.	Feb. 28	Underway March 22
Graffiti Elimination Campaign Launched	March 31	Underway April 1
Public-Private Partnership to Clean Gateways Launched	March 31	Underway March 22
Rat Summit Held to Discuss Best Practices for Rat Abatement	April 17	Completed April 17
Selected Abandoned Buildings along New York Avenue Demolished	June 30	NOT MET

GOVERNMENT OF THE DISTRICT OF COLUMBIA

ACHIEVING OUR GOALS

GOAL: A SAFE CITY		
ACTION ITEM	PROMISED	DELIVERED
Enhanced Police Service in each Police District	April 15	Underway April 12
Reduced Response Time for Fire/Emergency Medical Services	May 15	NOT MET
Crime Information to Officers Enhanced with Implementation of New Technology	August 31	Underway August 31
Open-Air Drug Market Abatement for Six Sites Launched	August 31	Underway August 31
Free Fire Inspections to District Homes Increased by 10%	Dec. 31	Goal Met Dec. 1

GOVERNMENT OF THE DISTRICT OF COLUMBIA

ACHIEVING OUR GOALS

GOAL: A BUSINESS-FRIENDLY CITY		
ACTION ITEM	PROMISED	DELIVERED
Decreased Waiting Time for Electrical Inspections to 48 Hours	Feb. 28	Completed Feb. 15
Expedited Building Plan Review	Feb. 28	Underway Feb. 28
Decreased Regulatory Hassles with the "Development Ambassador Program"	Feb. 28	Launched Feb. 28

GOVERNMENT OF THE DISTRICT OF COLUMBIA

ACHIEVING OUR GOALS

GOAL: FIRST-CLASS CUSTOMER SERVICE

ACTION ITEM	PROMISED	DELIVERED
Extended Hours on Wednesdays until 8:00 p.m. at Departments of Human Services, Employment Services, Motor Vehicles, Consumer and Regulatory Affairs, and Selected Public Libraries	March 17	Launched March 17
Enhanced "One Number" for District Government Agencies	March 31	Launched March 31
Improved Customer Service Centers at the Departments of Human Services, Employment Services, Consumer and Regulatory Affairs, and Motor Vehicles	March 31	Underway March 31 (except DMV)
Reduced Waiting Time at the Department of Motor Vehicles	March 31	NOT MET
Neighborhood Drop Boxes for the Department of Motor Vehicles placed in Police Stations	April 30	Completed April 30
Applications for Licenses and Permits Available Online through the Department of Consumer and Regulatory Affairs	May 31	NOT MET
Bestsellers Available in Libraries the Same Week They're Listed in the Post "Book World" Section	June 30	Completed June 1
"Answers, Please" Social Service Referral System Established	June 30	Launched June 30

GOVERNMENT OF THE DISTRICT OF COLUMBIA

ACHIEVING OUR GOALS

GOAL: INCREASED EMPLOYMENT OPPORTUNITIES

ACTION ITEM	PROMISED	DELIVERED
Decentralized System for Welfare-to-Work Job Placement	Feb. 28	Completed Feb. 28
Bilingual Satellite Career Center Opened at the Latin American Youth Center	March 31	Completed March 31
Vocational and Undergraduate Education Provided to Qualified Welfare-to-Work Recipients	April 30	Completed April 30
Rates for Around-the-Clock Child Care for Welfare-to-Work Families Established	April 30	Completed April 30
6,500 Private and Public Sector Jobs Secured for the District's Youth Summerworks Program	May 31	Completed April 30
Department of Employment Services Revamped in Partnership with the Federal Government and the Private Sector	August 31	Completed August 31
Free Computer Training Program at the D.C. Public Library Trains over 3,000 Residents	Dec. 31	Completed Dec. 31
Two Hundred Seniors Placed in Paid and Unpaid Positions	Dec. 31	Completed Dec. 31

GOVERNMENT OF THE DISTRICT OF COLUMBIA

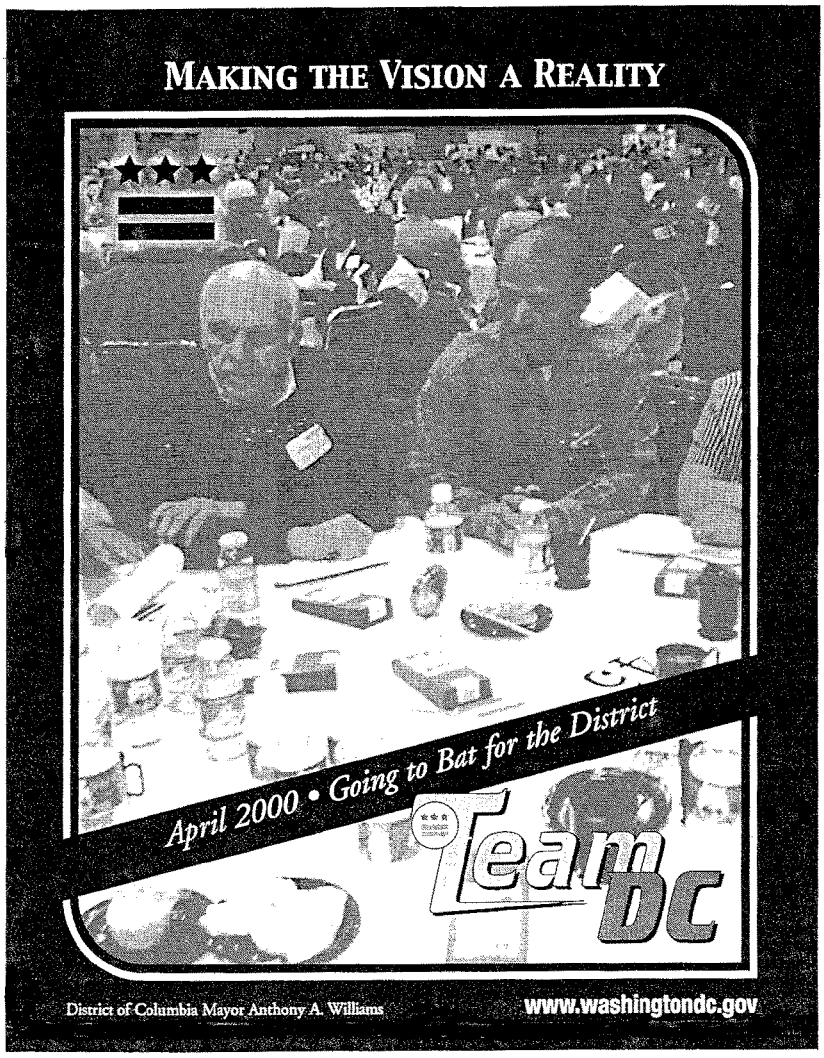
ACHIEVING OUR GOALS

GOAL: A FAMILY-FRIENDLY, HEALTHY CITY		
ACTION ITEM	PROMISED	DELIVERED
All City Pools Opened On-Time according to Published Schedule	June 21	Completed June 21
Food Safety Inspections Increased and Compliance Rate for Food Safety Inspections Increased by 40%	June 30	Completed June 1
All District Playgrounds Brought Up to National Safety Standards	Dec. 31	Completed Dec. 30
Over 1,000 Residents Placed in Addiction Treatment Programs	Dec. 31	Completed Aug. 31; 1,250 by Dec. 31
Thousands of District Families Newly Enrolled in Medicaid and Private Health Insurance Programs Under the "D.C. Healthy Families" Program	Dec. 31	Completed Dec. 31

GOVERNMENT OF THE DISTRICT OF COLUMBIA

ACHIEVING OUR GOALS

GOAL: ENHANCED NEIGHBORHOODS		
ACTION ITEM	PROMISED	DELIVERED
Neighborhood Stabilization Program Launched with 32 Neighborhood Inspectors	March 30	Launched March 30
Thirteen Neighborhood Learning Centers Opened for After-School Homework and Computer Assistance	April 30	Completed May 3
Backlog of 75 Home Improvement Loans Eliminated	June 30	Completed June 30
One Hundred Boarded-Up Houses in Columbia Heights and Shaw Neighborhoods Sold	July 31	Underway July 31
Three Recreation Facilities Developed: Banneker Ballfields, "THE ARC", and Southeast Tennis and Learning Centers	Sept. 30	Banneker Ballfields: Launched 9/30 SE Tennis/ Learning: Launched 11/2 THEARC: NOT MET


MAKING THE VISION A REALITY
April 2000 • Going to Bat for the District
Team DC
District of Columbia Mayor Anthony A. Williams
www.washingtondc.gov

ANTHONY A. WILLIAMS

MAYOR, DISTRICT OF COLUMBIA

	Date Due	Goals Completed
1. Strengthening Children, Youth & Families *Carolyn Graham*	December 2000	☐
2. Building and Sustaining Healthy Neighborhoods *Erik Christian*	December 2000	☐
3. Promoting Economic Development *Eric Price*	December 2000	☐
4. Making Government Work *Norman Dong*	December 2000	☐
5. Enhancing Quality of Purpose and Leadership *Dr. Abdusalam Omer*	December 2000	☐

CAROLYN GRAHAM

DEPUTY MAYOR FOR CHILDREN, YOUTH AND FAMILIES

	Date Due	Goals Completed
1. Open 30 new out-of-school time programs	September 2000	☐
2. Create 1,800 new childcare slots	December 2000	☐
3. Enroll 3,500 uninsured District residents in the *Healthy Families* program	December 2000	☐
4. Begin construction on the Ward 8 Senior Wellness Center	July 2000	☐
5. Employ 330 Welfare-to-Work participants in subsidized jobs	December 2000	☐
6. Open 10 21st Century Learning Centers	September 2000	☐
7. Open 6 parent developmental centers	September 2000	☐
8. Create 1,000 new drug treatment slots for the general population	December 2000	☐

ERIK P. CHRISTIAN

DEPUTY MAYOR FOR PUBLIC SAFETY & JUSTICE

	Date Due	Goals Completed
1. Put 200 more officers on the street	September 2000	☐
2. Provide 911 first response within 8 minutes for 90% of critical medical calls for service	December 2000	☐
3. Board up 1,500 units of nuisance properties	December 2000	☐
4. Place 8 paramedic engine companies in service	December 2000	☐
5. Make 1,000 new drug treatment slots available to those in the criminal justice system	December 2000	☐
6. Launch DC Youth Corps program	June 2000	☐
7. Reduce "year on year" homicides (under the age of 18) by 10%	December 2000	☐

ERIC PRICE

DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT

	Date Due	Goals Completed
1. Develop 500 housing units	December 2000	☐
2. Begin construction on 1,000 new housing units	December 2000	☐
3. Break ground on 2 new supermarkets East of the river	December 2000	☐
4. Employ 1,000 residents in underserved, private-sector jobs	December 2000	☐
5. Establish $30 million venture capital fund for business development	October 2000	☐
6. [illegible]	December 2000	☐

NORMAN S. DONG

CITY ADMINISTRATOR/ DEPUTY MAYOR FOR OPERATIONS

	Date Due	Goals Completed
1. Open new DMV satellite service centers	November 2000	☐
2. Reduce wait time at DMV to 30 minutes for 80% of license and registration transactions	October 2000	☐
3. Resurface 150 blocks of streets and alleys	August 2000	☐
4. E-Gov: Launch 5 new information and service delivery features available on the District website	September 2000	☐
5. Require companies to repair failed street cuts within 24 hours of notification	April 2000	☐
6. District-wide Telephone Service Quality: 80% of call center and service-line operators at agencies reporting to the Mayor provide telephone service rated good or excellent on courtesy, knowledge, etiquette and overall impression	December 2000	☐

DR. ABDUSALAM OMER

CHIEF OF STAFF, DISTRICT OF COLUMBIA

	Date Due	Goals Completed
1. Engage 4,000 citizens in Neighborhood Action forums	December 2000	☐
2. Conduct workshops in all agencies under the authority of the Mayor to engage employees at all levels in the implementation of the City-Wide Strategic Plan	September 2000	☐
3. Conduct 4 general trainings open to all ANCs	December 2000	☐
4. Host 4 DC government information fairs	December 2000	☐

ANTHONY A. WILLIAMS
MAYOR

FY 2000 Performance Contract
Department of Motor Vehicles
October 1, 1999 – September 30, 2000

Introduction: The purpose of this document is to set forth, in clear and unambiguous language, the performance expectations of the Mayor of the District of Columbia for senior management. This document, when executed, represents an agreement between the agency director and the Mayor regarding the performance expectations set forth herein. Agency directors will be assessed on their achievement of these performance expectations and rated accordingly.

Ratings consist of:

(a) **Below Expectations**: Did not meet 75% of the expectations (i.e., 75% of the designated projects were not completed on time or on budget and/or quality or customer service requirements were not achieved);
(b) **Met Expectations**: Met 75-90% of the expectations (i.e., 75-90%of the designated projects were completed on time and on or under budget, and quality and customer service requirements were achieved); or
(c) **Exceeded Expectations**: Met 90-100% of the expectations or more (i.e., met expectations, and achieved additional cost savings, added productivity, and/or engaged in innovative actions that benefited the District government).

It is understood that extraordinary circumstances that are beyond the direct control of the agency director may inhibit achievement of the performance expectations. Such circumstances will be taken into account during the interim and final evaluations.

General Principles: The citizens of the District of Columbia deserve the best city in America. The very best. That means strong schools, safe streets, affordable housing, and reliable transportation. It means access to health care. It means quality service for seniors. It means a rich social and cultural life. It means a vibrant economy. To realize this vision of making our city the best city, we need to promote good government, efficient and effective government. Government has to deliver. It has to work. We don't need promises. We don't need excuses. We need results.

THE DEPARTMENT OF MOTOR VEHICLES

Agency Mission

The employees of the Department of Motor Vehicles will fairly and equitably develop, administer, and enforce the vehicular laws of the District by educating its resident, creating multiple methods of interaction, and designing a customer-friendly organization while contributing to the promotion of a safe, environmentally clean, and economically-vibrant community.

Performance Requirements for District Agency Directors

Performance Requirement 1—Alignment to the Mayor's Strategic Plan: Within 45 days of the finalization of the Mayor's strategic plan, align the agency mission with the Mayor's strategic plan. On an ongoing basis, actively participate in implementation of the Mayor's strategic plan and ensure the success of those portions where the agency is a direct participant.

Measures:

- Meeting the timetable.
- True alignment of missions.
- Whether the agency delivered what was required to make the strategic initiative successful.

Performance Requirement 2—Performance Agreements for Senior Managers: Within 30 days of the ratification of this agreement, have in place signed performance requirements for each senior manager in their current roles to support the realignment of the Department of Motor Vehicles. Within 30 days of the completion of the DMV realignment, have in place revised performance requirements for incumbent senior managers in their new roles in the agency that are aligned with the performance requirements of the agency director. Complete performance requirements for senior managers new to the agency within 30 days of their hiring.

Performance requirements shall address, at a minimum, the following areas: fiscal control, implementation of change management practices, customer service improvements, programmatic efficiencies and productivity improvements, and training and other staff development activities. Each plan shall also include measures for determining the successful implementation of the performance expectations of the managers, regular reviews of progress, the types of information to be collected to determine whether the expectations are being met, the methods that will be used to collect the information, the methods that will be used to evaluate the information, and the timetable for periodic reporting on progress.

Measures:

- Meet the timetable
- Ability to produce verifiable results related to success in meeting the established expectations on a quarterly basis.
- 75-90% success rate by managerial staff of established performance expectations.
- Swift implementation of remedial activities for those managers that are not being successful.

Performance Requirement 3—Competitive Costing Pilots: Within 30 days of the ratification of this agreement, the Director will propose projects (e.g., programs, activities, or functions) to the City Administrator those that will be costed using the Office of Competitive Services Cost Comparison Model during FY 2000.

Proposed Measures:

- Meeting 30-day timetable for FY 2000 Cost Comparison Pilot.
- Implementation of accurate, auditable, costing data in the designated projects.

Performance Requirement 4—Responsiveness to Customers: Ensure responses to customer requests or complaints within 48 hours of the receipt of the request or complaint. Response in this context, means an written and/or oral contact with the requestor acknowledging receipt of the request or complaint, and the steps that will be taken to address it, along with a timetable for completion. ***This performance requirement does not apply to requests made under the Freedom of Information Act or other statutory authority that may have different response requirements.***

Proposed Measures:

- 80% of responses complete within 48 hours
- 100% of responses complete within 72 hours.

Performance Requirement 5—Risk Management: Institution of a risk management plan. Within 30 days of the ratification of this agreement, the Director shall appoint a senior level person to analyze areas of financial or other risk in agency operations, and propose a plan for eliminating or reducing the risk areas. The plan shall be completed within 150 days of the ratification of this agreement, and should include the identification of the risks (including the identification of other entities that might be required to take action to reduce risk), the steps needed to eliminate or reduce the risk, budget projections on the costs to implement the recommendations as well as anticipated cost savings or productivity gains that may result from implementation of the recommendations, and the steps that will be taken in FY 2000 to reduce identified risks.

Proposed Measures:

- Meeting timetables.
- 5% improvement in risk related expenditures or lack of productivity.

Department of Motor Vehicles Major Initiatives

Performance Requirement 6—Service Delivery

Reengineer DMV processes including, but not limited to, licensing, exams, registrations and inspections to provide District residents with a more timely, efficient and customer friendly experience. Improve access to DMV services for all residents through the development of a variety of off-site service options and satellite locations and for non-English speaking residents, residents with special needs by modifying facilities, publications and technology systems. Develop performance measures and measurement systems and customer feedback mechanisms for all DMV services.

Measures:

- Meeting service delivery timetables for accessibility improvements and measurement system development.
- Meeting technology system design and implementation timetables
- Wait+Service time measures for:
  - Drivers license
  - Registration
  - Automobile Inspections
  - Initial adjudication (on-site, mail-in and on-line)
- Decrease in number of customers using central facility/increase in use of off-site and on-line service options
- Customer satisfaction measures for processes noted above
- Percent of DMV printed and on-line publications translated to Spanish

Performance Requirement 7—Communications

Improve customer knowledge of DMV services and District vehicular regulations and laws through the expanded use of a variety of media including, but not limited to, radio and television public service announcements, the Internet, promotional and educational video, and in-person community outreach events. Enhance employee knowledge of DMV policies and practices by implementing a comprehensive internal communications strategy.

Proposed Measures:

- Meeting timetables for communications strategy in DMV Major Initiatives Timeline (Attachment 1)
- Measures of customer knowledge of and satisfaction with DMV services in customer survey

Performance Requirement 8—Human Resource Development

Ensure that staff with the right skills are in the right jobs by assessing the knowledge, skills and abilities of DMV personnel and realigning the organization to match the assessment findings.

Measures:

- Meeting human resource assessment and realignment timetables
- Percent of employees matched to appropriate positions
- Recruitment targets for positions that require new hires

Reporting, Measurement and Performance

The Director will report monthly on progress against the agency's major initiatives timeline (**Attachment 1**) and the FY2000 Performance Measures (**Attachment 2**). The Director will develop customer service and outcome measures more closely aligned with the performance goals and major initiatives for the Department of Motor Vehicles. **Within 15 days** of ratification of this agreement, the Director will provide baseline data for new measures identified within this contract. The Mayor will evaluate the Director's performance on the contract's commitments at six-month (interim) and one-year (final) intervals.

Director's Commitment

By signing below, I commit to achieving the goals defined above within the prescribed time periods. I understand that this performance contract in no way modifies the terms of my at-will employment status.

Sherryl Hobbs Newman, Director
Department of Department of Motor Vehicles

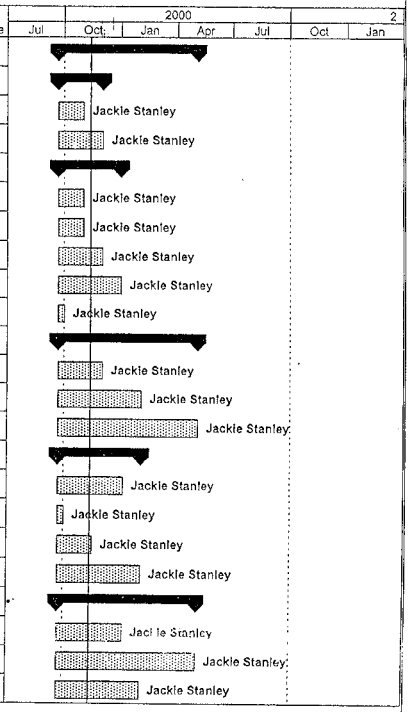
12, 3, 99
Date

Anthony A. Williams
Mayor of the District of Columbia

12, 9, 99
Date

DC DMV Strategic Plan
Action Plans

ID	Task Name	Start Date	Completion Date
1	**Communications Action Plan**	**9/22/99**	**5/4/00**
2	**1) Develop and implement communications plan, including**	**9/22/99**	**12/2/99**
3	Develop strategy and plan for customers and partners	9/22/99	11/1/99
4	Implement first phase of plan	9/22/99	12/2/99
5	**2) Improve overall communications with our customers**	**9/22/99**	**12/31/99**
6	Establish Public Information Office	9/22/99	11/1/99
7	Finalize call center implementation	9/22/99	11/1/99
8	Conduct millennium tag contest	9/22/99	12/1/99
9	Conduct environmental tag contest	9/22/99	12/31/99
10	Initiate Citizens Advisory Committee	9/22/99	10/1/99
11	**3) Create external communications strategy**	**9/22/99**	**5/4/00**
12	Increase public education through PSAs, press releases, ou	9/22/99	12/1/99
13	Utilize internet for more publicity	9/22/99	2/2/00
14	Create promotional and educational videos	9/22/99	5/4/00
15	**4) Increase customer education**	**9/22/99**	**2/2/00**
16	Conduct outreach seminars	9/22/99	1/4/00
17	Conduct special promotional events	9/22/99	10/1/99
18	Visit to churches, schools, and offices	9/22/99	11/16/99
19	Increase information available on the Internet	9/22/99	2/2/00
20	**5) Establish customer feedback mechanisms**	**9/22/99**	**5/3/00**
21	Redesign customer survey	9/22/99	1/4/00
22	Random in-person telephone surveys	9/22/99	5/3/00
23	Establish Internet mailbox	9/22/99	2/2/00



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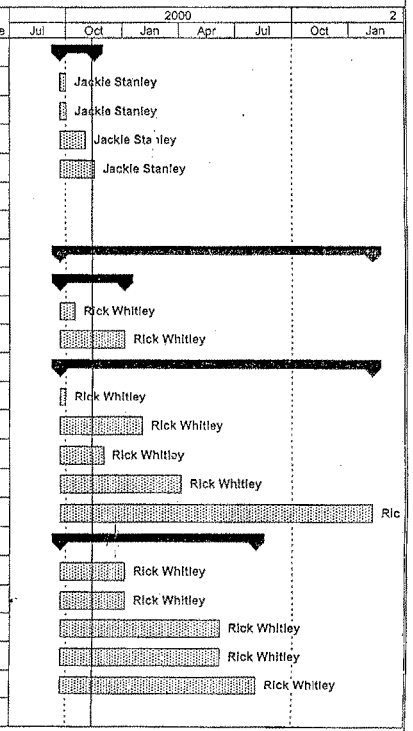
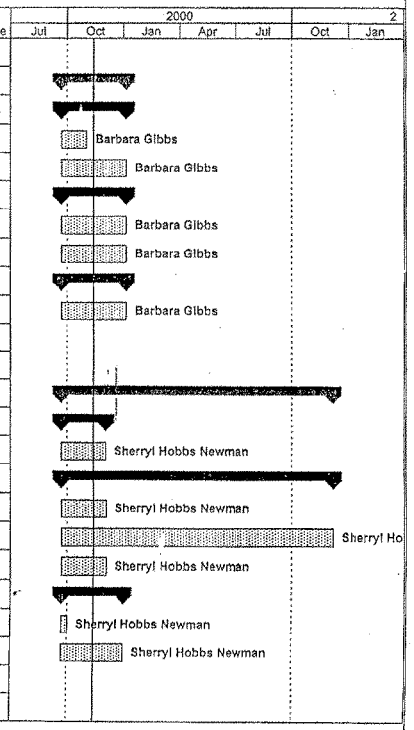
DC DMV Strategic Plan
Action Plans

ID	Task Name	Start Date	Completion Date
24	**6) Improve internal communications**	**9/22/99**	**11/16/99**
25	Conduct employee brown bags	9/22/99	10/1/99
26	Distribute monthly staff newsletter	9/22/99	10/1/99
27	Develop Labor Management Partnership Council	9/22/99	11/1/99
28	Implement staff exchange program	9/22/99	11/16/99
29			
30			
31	**Technology Action Plan**	**9/22/99**	**2/7/01**
32	**1) Technology strategy**	**9/22/99**	**1/4/00**
33	Create technology strategy working group	9/22/99	10/15/99
34	Hire network support personnel	9/22/99	1/4/00
35	**2) Technical process enhancements**	**9/22/99**	**2/7/01**
36	Automate licensing and CDL exam	9/22/99	9/30/99
37	Provide electronic insurance verification	9/22/99	2/2/00
38	Q-matic upgrade at C Street	9/22/99	12/1/99
39	Digitized licensing photos	9/22/99	4/4/00
40	Procure, design, and implement MVIS	9/22/99	2/7/01
41	**3) New technical initiatives**	**9/22/99**	**8/3/00**
42	Online registration over internet	9/22/99	1/4/00
43	Pilot program to consist of mail-in registration to vendor	9/22/99	1/4/00
44	Online parking ticket payment	9/22/99	6/5/00
45	Automate dealer enforcement unit	9/22/99	6/5/00
46	Create and place transactional kiosks	9/22/99	8/3/00
47			



DC DMV Strategic Plan
Action Plans

ID	Task Name	Start Date	Completion Date
48			
49	**HR Development Action Plans**	**9/22/99**	**1/5/00**
50	**1) Staff assessments**	**9/22/99**	**1/5/00**
51	Conduct skills assessment	9/22/99	11/1/99
52	Identify permanent management team members	9/22/99	1/5/00
53	**2) Staffing realignment**	**9/22/99**	**1/5/00**
54	Conduct organizational realignment	9/22/99	1/5/00
55	Develop performance contracts	9/22/99	1/5/00
56	**3) Establish professional HR office**	**9/22/99**	**1/5/00**
57	Staff HR Office to include EEO/Labor relations/EAP	9/22/99	1/5/00
58			
59			
60	**Infrastructure Action Plans**	**9/22/99**	**12/6/00**
61	**1) Establish administrative services**	**9/22/99**	**12/2/99**
62	Create and partially staff new departments	9/22/99	12/2/99
63	**2) Determine logistics**	**9/22/99**	**12/6/00**
64	Establish new satellite location	9/22/99	12/3/99
65	Identify new full-service location	9/22/99	12/6/00
66	Determine feasibility of additional satellite locations	9/22/99	12/3/99
67	**3) Agency risk assessment**	**9/22/99**	**12/31/99**
68	Contractor risk assessment	9/22/99	10/1/99
69	IG operational performance assessment	9/22/99	12/31/99
70			
71			



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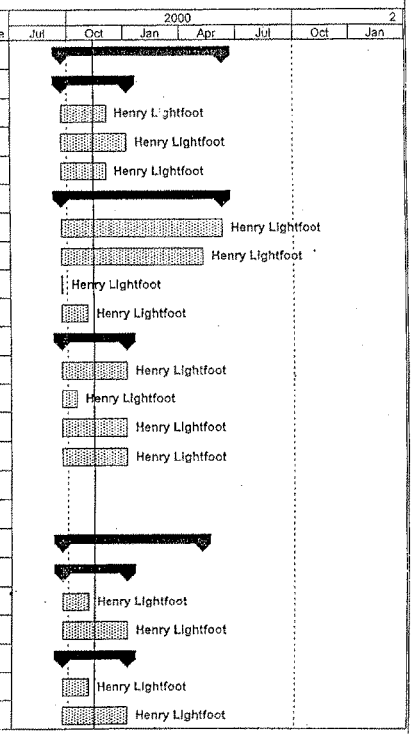
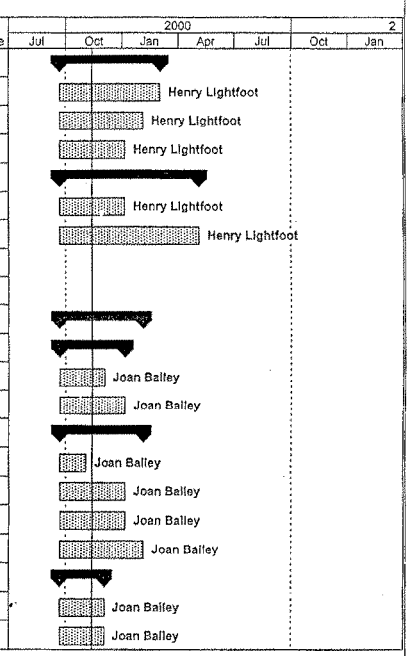
DC DMV Strategic Plan
Action Plans

ID	Task Name	Start Date	Completion Date
72	**Service Delivery Action Plans**	**9/22/99**	**6/8/00**
73	**1) Increased Accessibility to DC DMV**	**9/22/99**	**1/6/00**
74	Expand drop box program to 10 new locations	9/22/99	12/3/99
75	Pursue "Mobile Van" procurement plan	9/22/99	1/6/00
76	Enable access to DC DMV services in Spanish	9/22/99	12/3/99
77	**2) Improve Interagency Cooperation**	**9/22/99**	**6/8/00**
78	Develop and implement plans for child identification with MF	9/22/99	6/8/00
79	Enact program for Safe Teenage Driving Amendment	9/22/99	5/8/00
80	Implement Seniors Day program at inspections station	9/22/99	9/23/99
81	Implement Fleet vehicle program for government vehicles	9/22/99	11/2/99
82	**3) Improve Service Delivery Mechanisms and Measurement**	**9/22/99**	**1/5/00**
83	Establish dedicated Correspondence Unit	9/22/99	1/5/00
84	Establish performance measures	9/22/99	10/15/99
85	Create performance measurement system and customer fe	9/22/99	1/5/00
86	Utilize Q-matic and ACD technology to monitor performance	9/22/99	1/5/00
87			
88			
89	**Operations Action Plan**	**9/22/99**	**5/5/00**
90	**1) Redesign DC DMV Processes**	**9/22/99**	**1/5/00**
91	Redesign all core processes for new MVIS system interacti	9/22/99	11/2/99
92	Redesign remaining non-MVIS processes	9/22/99	1/5/00
93	**2) Institute Operational for Support and Control**	**9/22/99**	**1/5/00**
94	Institute Management, Planning & Analysis function	9/22/99	11/2/99
95	Institute Records Management Office	9/22/99	1/5/00



DC DMV Strategic Plan
Action Plans

ID	Task Name	Start Date	Completion Date
96	**3) Operational Assessments and Improvements**	**9/22/99**	**3/3/00**
97	Standardize policies and procedures	9/22/99	3/3/00
98	Eliminate existing backlogs	9/22/99	2/4/00
99	Identify staffing level requirements	9/22/99	1/5/00
100	**4) Administrative Changes to Increase Operational Efficien**	**9/22/99**	**5/5/00**
101	Conduct legislative and regulatory review	9/22/99	1/5/00
102	Introduce legislative and regulatory changes	9/22/99	5/5/00
103			
104			
105	**Training Action Plan**	**9/22/99**	**2/4/00**
106	**1) Training Assessment**	**9/22/99**	**1/5/00**
107	Conduct training needs assessment	9/22/99	12/2/99
108	Identify employees for Train-The-Trainer program	9/22/99	1/5/00
109	**2) Training Strategy**	**9/22/99**	**2/4/00**
110	Coordinate external training courses with Skills Developme	9/22/99	11/2/99
111	Determine criteria for management training courses	9/22/99	1/5/00
112	Develop training curriculum and minimum training requirem	9/22/99	1/5/00
113	Develop annual refresher course for all employees	9/22/99	2/4/00
114	**3) Implementation of Training Plan**	**9/22/99**	**12/2/99**
115	Develop and conduct orientation course for new-hires	9/22/99	12/2/99
116	Develop and conduct performance measurement training	9/22/99	12/2/99



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Performance Goals and Targets

GOAL
Service Delivery: Reengineer DMV processes including, but not limited to, licensing, exams, registrations and inspections to provide District residents with a more timely, efficient and customer friendly experience. Improve access to DMV services for all residents through the development of a variety of off-site service options and satellite locations and for non-English speaking residents, residents with special needs by modifying facilities, publications and technology systems. Develop performance measures and measurement systems and customer feedback mechanisms for all DMV services.

MANAGER: Deputy Director, Customer Service Administration
SUPERVISOR: Sherryl Hobbs Newman, Director, Department of Motor Vehicles

PERFORMANCE MEASURES	TARGET	
	FY00	FY01
Counter Services (Average wait on line + transaction time in minutes)		
First-time registration	80% in 30 min	80% in 30 min
Renewal registration	80% in 20 min	80% in 20 min
Drivers license	80% in 30 min	80% in 30 min
Auto Inspections:		
Average service time for inspection (wait time in line not captured)	30 min	20 min
Cars Per Hour	45	50
Adjudication: Average Service Time		
Walk-in Parking Hearing	80% in 60 min	80% in 60 min
Mail-in Parking Hearing	30 days	30 days
Call Center: Average Time to Answer Incoming Call (minutes)	1:30 min.	1:00 min
Number of internet automobile registrations as a percentage of total registrations	1%	7%