

# Office of Human Rights FY2019

**Agency** Office of Human Rights

**Agency Code** HMO

**Fiscal Year** 2019

**Mission** The mission of the DC Office of Human Rights (OHR) is to eradicate discrimination, increase equal opportunity, and protect human rights in the city.

**Summary of Services** The DC OHR investigates and resolves complaints of discrimination in employment, housing, places of public accommodation, and educational institutions, pursuant to the DC Human Rights Act of 1977 and other numerous local and federal laws. OHR also prevents discrimination by providing training and educating DC government employees, private employers, workers, and the community at-large of their rights and responsibilities under the law. OHR monitors compliance with the Language Access Act of 2004 and investigates allegations of noncompliance with this Act by DC government agencies and houses the District's Citywide Bullying Prevention Program. The agency also investigates complaints and conditions causing community tension and conflict that can lead to breaches of the peace. The Commission on Human Rights is the adjudicatory body that decides private sector cases after OHR has found probable cause of discrimination.

## 2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
OHR expanded community outreach and engagement with Know Your Rights presentations in Wards 7 and 8 and Human Rights Liaison workshops.	This accomplishment impacted OHR by giving more visibility to the important work OHR performs to increase understanding, reduce prejudice, and end discrimination.	This accomplishment impacted residents of DC because it provided them with knowledge of their rights under the DC Human Rights Act and other laws, such as the Fair Criminal Records Screening Amendment Act. Through the Human Rights Liaisons workshops, OHR was able to educate 101 community advocates of the laws OHR enforces and services OHR provides so that they can better serve their constituents.
OHR commemorated the 15th Anniversary of the Language Access Act.	This accomplishment impacted OHR by showcasing the important work of the District-wide Language Access Program and the progress of District agencies in terms of their compliance over the last 15 years.	This accomplishment impacted residents of DC by honoring and awarding the individuals, organizations, and advocates who have contributed to the greater accessibility and inclusion of DC's linguistically diverse communities.
OHR released the No Street Harassment DC Campaign, which featured ads on bus shelters, within buses, and at bike share stations.	This accomplishment impacted OHR by ensuring OHR met deliverables under the Street Harassment Prevention Act (SHPA). The conversations with key agency leaders and community stakeholders helped OHR develop and execute the survey, also key deliverables under SHPA.	This accomplishment impacted residents of DC by promoting awareness of the harm caused by street harassment with a specific focus on vulnerable populations in the District. Each campaign ad prompted individuals to "share their story" of a street harassment incident anonymously via a short survey in efforts to inform the city cultivate solutions on how to prevent it.

## 2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
<b>1 - Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement. (6 Measures)</b>											
Percent of inquiries filed at the Office of Human Rights scheduled for intake interview within 30 days	Quarterly	45%	45.7%	80%	29.6%	46.7%	68.1%	3.4%	34.5%	Unmet	OHR had a vacancy in the Intake Supervisor role in Q3, which resulted in delays in intake processing. The interim Intake Supervisor is working to reduce the current backlog and improve these numbers in FY20.
Percent of docketed cases at the Office of Human Rights scheduled for mediation within 45 days	Quarterly	92.8%	100%	80%	98.9%	100%	100%	100%	99.8%	Met	



Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of EEO Counselors and Officers Satisfied with Training	Annually	100%	100%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of covered entities with major public contact monitored and assessed for compliance with the Language Access Act	Annually	100%	100%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90%	Met	
Percent of language access cases which receive initial intervention within 30 days	Annually	100%	100%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95%	Met	
Percent of informal intervention provided in bullying cases within 30 days of reporting	Annually	100%	100%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
<b>4 - Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR. (3 Measures)</b>											
Percent of Human Rights Liaisons that rate the all-day training as "good" or "excellent" in post-training survey	Annually	95.7%	0%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	86.5%	Met	
Percent of participants that rate the Business Training Series events as "good" or "excellent" in post-training survey	Annually	100%	0%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents		
Percent of participants that rate "Know Your Rights" presentations as "good" or "excellent" in post-training survey	Annually	95.6%	0%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
<b>5 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)</b>											
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90%	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Not Available	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

\*The HR management, financial Management, IT policy and FOIA compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measure based on summary-level data from various agencies, and cannot verify the accuracy of any calculations that were made to the source data prior to its receipt by OCA. The 2019 DC Enterprise Data Inventory (EDI), which contains data on "open" data sets published on DC's Open Data Portal, is current as of March 9, 2019. Due to data lags, FY 2019 data for the following core business measures will be published in March 2020:

Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

## 2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
<b>1 - Intake (3 Measures)</b>							
Number of Inquiries Received	1951	1483	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1590
Number of intakes scheduled	Waiting on Data	681	Annual Measure	Annual Measure	Annual Measure	Annual Measure	892
Number of Intakes Conducted	Waiting on Data	563	Annual Measure	Annual Measure	Annual Measure	Annual Measure	735
<b>1 - Investigate (2 Measures)</b>							
Number of New Docketed Cases	707	355	Annual Measure	Annual Measure	Annual Measure	Annual Measure	490
Number of pending cases	585	577	586	608	617	503	503
<b>1 - Legal Review (5 Measures)</b>							
Number of Final Determinations Reviewed	109	164	Annual Measure	Annual Measure	Annual Measure	Annual Measure	69
Number of Motions Reviewed	107	247	Annual Measure	Annual Measure	Annual Measure	Annual Measure	63
Number of Litigation Cases Reviewed	27	25	Annual Measure	Annual Measure	Annual Measure	Annual Measure	49
Number of Cases Reviewed	506	547	Annual Measure	Annual Measure	Annual Measure	Annual Measure	241
Number of FOIA Requests Received	Waiting on Data	111	Annual Measure	Annual Measure	Annual Measure	Annual Measure	86
<b>1 - Mediation (2 Measures)</b>							
Number of Cases Mediated	685	521	Annual Measure	Annual Measure	Annual Measure	Annual Measure	502
Number of cases scheduled for mediation	Waiting on Data	448	Annual Measure	Annual Measure	Annual Measure	Annual Measure	451
<b>2 - Hold Hearings Including Final Hearings (2 Measures)</b>							
Number of Final Hearings Held	8	16	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2
Number of Non-Final Hearings Held	35	62	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3
<b>2 - Lead or Organize Commission Meetings (1 Measure)</b>							
Number of Commission Meetings Per Year	6	6	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6
<b>2 - Review and rule on dispositive motions (2 Measures)</b>							
Number of Motions	9	11	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10
Number of Cases Remanded	1	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
<b>2 - Review Certified Cases (1 Measure)</b>							
Number of Certified Cases Received	23	19	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15
<b>3 - Bullying Prevention Policy Oversight (2 Measures)</b>							
Number of Covered Entities under Youth Bullying Prevention Act	321	324	Annual Measure	Annual Measure	Annual Measure	Annual Measure	301
Number of Youth Bullying Prevention Outreach and Education Activities	Waiting on Data	37	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
<b>3 - Community Engagement (3 Measures)</b>							
Number of Community Education/Outreach Activities	76	48	Annual Measure	Annual Measure	Annual Measure	Annual Measure	14
Number of Meetings with Consultative Agencies	8	10	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6
Number of Meetings with LA Stakeholders	6	7	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12
<b>3 - Compliance Monitoring (1 Measure)</b>							
Number of Language Access Coordinator Meetings Held	6	6	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6
<b>3 - EEO Counselors and Officers Training (3 Measures)</b>							
Number of EEO Counselors and Officers in the District	116	111	Annual Measure	Annual Measure	Annual Measure	Annual Measure	75
Number of EEO Trainings Held	14	8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11
Number of Affirmative Action Review Requests	Waiting on Data	717	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1300
<b>3 - Enforcement (3 Measures)</b>							
Number of LA Inquiries Received	37	20	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
Number of LA Complaints Docketed	8	1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4
Number of Language Access inquiries and cases resolved	Waiting on Data	16	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4
<b>3 - School Climate Data and Youth Bullying Prevention Project (1 Measure)</b>							
Number of YBP Outreach and Education Activities	Waiting on Data	37	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4
<b>3 - Technical Assistance to Covered Entities (4 Measures)</b>							
Number of Covered Entities under the Language Access Act	63	63	Annual Measure	Annual Measure	Annual Measure	Annual Measure	62
Number of Covered LA Entities with Major Public Contact	39	39	Annual Measure	Annual Measure	Annual Measure	Annual Measure	38
Number of LA Trainings	298	33	Annual Measure	Annual Measure	Annual Measure	Annual Measure	34
Number of Non-Compliant LA Entities	4	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
<b>4 - Perform Outreach (4 Measures)</b>							
Number of Overall Outreach Activities	244	91	Annual Measure	Annual Measure	Annual Measure	Annual Measure	200
Number of Fair Housing Outreach Activities	146	54	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95
Number of Unemployed Anti-Discrimination Act Outreach Activity	77	14	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
Number of FCRSA Outreach Activities	Waiting on Data	49	Annual Measure	Annual Measure	Annual Measure	Annual Measure	87
<b>4 - Provide education/training (2 Measures)</b>							
Number of Business Training Series	9	27	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20
Number of Human Rights Liaisons Trained	87	22	Annual Measure	Annual Measure	Annual Measure	Annual Measure	101

## 2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
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Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement. (4 Activities)</b>			
INVESTIGATIONS	Investigate	The Human Rights Officer (HRO) in the Investigation Unit will review an assigned Charge of Discrimination docketed and investigate the claims asserted in the Charge. The HRO will interview relevant witnesses and recommend a finding as to whether there is probable cause to believe discrimination may have occurred.	Daily Service
INTAKE	Intake	The Intake Officer will review inquiries (known as Complaint Questionnaire) filed with the Office of Human Rights and determine jurisdiction. If the Office has jurisdiction, the inquiry will be schedule for an intake interview. The Intake Officer will review the information provided during the interview and docket the inquiry as a Charge of Discrimination or dismiss the matter as appropriate.	Daily Service
MEDIATION	Mediation	Once an inquiry is docketed as a Charge of Discrimination, the Mediation Unit will schedule a mandatory mediation date. If the matter is resolved at mediation, the case will be closed. If the matter is not resolved, Mediation will forward the case for full investigation.	Daily Service
LEGAL SERVICES	Legal Review	Once a Human Rights Officer makes a probable cause determination as to whether discrimination may have occurred, the Legal Unit will review the determine for legal sufficiency and forward the matter for the Director's review.	Daily Service
<b>2 - Provide high quality and efficient adjudication of certified charges filed at the Commission on Human Rights in order to comply with statutory requirements and to improve customer service. (5 Activities)</b>			
HUMAN RIGHTS COMMISSION	Review Certified Cases	Once the Commission receives a certified case from the Office of Human Rights, the Commission will review the certified case and if appropriate set a scheduling order. If the case is not appropriately certified to the Commission, the Commission will remand the case to the Office.	Daily Service
HUMAN RIGHTS COMMISSION	Review and rule on dispositive motions	Upon filing of a dispositive motion, the Administrative Law Judge (ALJ) assigned to the matter will review and rule on the dispositive motion filed. When appropriate, the ALJ may hold hearings before ruling on the motion.	Daily Service
HUMAN RIGHTS COMMISSION	Hold Hearings Including Final Hearings	When the case has completed discovery and dispositive motions have been resolved, the Commission will schedule and hold a final hearing on the merits of the case. The Commission also holds hearings on motions and dispositive motions.	Daily Service
HUMAN RIGHTS COMMISSION	Issue scheduling order	The Commission will issue scheduling orders within 30 days of receipt of case certification from the Office of Human Rights. The Scheduling Order will contain deadlines by which the parties must file pleadings and motions.	Daily Service
HUMAN RIGHTS COMMISSION	Lead or Organize Commission Meetings	The Chief Administrative Law Judge and his team organizes the Commission meetings, which occur on a bi-monthly basis. The ALJs will record minutes of the meeting.	Daily Service
<b>3 - Provide high quality monitoring of and technical assistance in OHR's compliance programs, including Language Access, Bullying Prevention, and Equal Employment Opportunity policies. (7 Activities)</b>			
RESEARCH AND COMPLIANCE	EEO Counselors and Officers Training	Provide training and technical assistance to EEO Counselors and Officers.	Daily Service
BULLYING PREVENTION OVERSIGHT	Bullying Prevention Policy Oversight	Oversee bullying prevention policy development and compliance and provide training.	Daily Service
LANGUAGE ACCESS OVERSIGHT	Community Engagement	Provide outreach and education to the public; Work closely with consultative agencies and community stakeholders.	Daily Service
LANGUAGE ACCESS OVERSIGHT	Enforcement	Assist with identifying pre-investigation intervention solution; Investigate docketed cases of language access complaints; Issue written findings after investigation is completed; Assist non-compliant agencies with systemic corrective actions.	Daily Service
LANGUAGE ACCESS OVERSIGHT	Technical Assistance to Covered Entities	Provide technical assistance such as one-on-one consultations, implementing corrective actions, training staff on compliance and cultural competencies, and meeting with language access coordinators.	Daily Service
LANGUAGE ACCESS OVERSIGHT	Compliance Monitoring	Review and monitor each major public contact agency's two-year LA compliance plan; monitor and review quality of services provided to LEP/NEP (Limited English Proficient/Non English Proficient) customers; meet with agency Language Access Coordinators.	Daily Service
BULLYING PREVENTION OVERSIGHT	School Climate Data and Youth Bullying Prevention Project	As a result of a four-year grant from National Institute of Justice (NIJ), in partnership with Child Trends and Office of the State Superintendent for Education (OSSE), the Youth Bullying Prevention Program will collect school climate data, evaluate prevention strategies in schools, and support their efforts to implement evidence based programs to prevent bullying and improve school safety.	Key Project
<b>4 - Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR. (3 Activities)</b>			
PUBLIC EDUCATION	Provide education/training	The Communications & Community Engagement team schedules and conducts training for the public and business community. Examples of education and trainings include the Know Your Rights sessions, Human Rights Liaison workshops, Civil Rights in Business Training Series, and other educational resources including publications and guidance documents.	Daily Service
PUBLIC EDUCATION	Perform Outreach	To ensure awareness and compliance, the Communications & Community Engagement team conducts outreach regarding newly enacted laws or regarding laws under which the Office has seen a rise in claims. Outreach may be provided in the form of targeted trainings, participation at community events and meetings, and educational campaigns.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
PUBLIC EDUCATION	Issue press release statements	The Communications & Community Engagement team is responsible for responding to press inquiries and public inquiries. The team also drafts and issues press release statements of the Director.	Daily Service

## 2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Bullying Prevention Policy Oversight (1 Strategic Initiative)</b>				
Youth Bullying Prevention Program Focus – Social Media	In FY19, the Mayor's Youth Bullying Prevention Program (YBPP) will continue its FY18 effort focusing on youth participants in social media. In partnership with the national research organization Child Trends, in early FY19, YBPP will pilot the lessons developed in FY18. By mid FY19, the lessons will be finalized and by the end FY19, it will be available for free to all covered entities under the Youth Bullying Prevention Act of 2012.	50-74%	Due to staff changes at the partner school, the fall pilot was not implemented as planned. OHR is currently engaged in discussions to implement the program in the spring while also assessing other partner school options for a spring pilot. As we work on those plans, we are engaging another teacher who hosted our spring 2018 pilot to assist in developing some additional training materials for future users of the curriculum who won't benefit from an in-person training. This additional time before the pilot will be used to develop materials/supports that our pilot facilitators can provide OHR with feedback.	Due to staff changes at the partner school, the fall pilot was not implemented as planned.
<b>Community Engagement (1 Strategic Initiative)</b>				
Language Access Celebrates the 15th Anniversary	To celebrate the 15th anniversary of the Language Access Act, OHR will undertake two interagency initiatives in FY19 intended to bolster language access efforts across agencies. The LA Program will a) work with the Office of Cable Television, Film, Music and Entertainment, and the Mayor's Offices on African, Latino, and Asian and Pacific Islander affairs to produce multilingual video informing customers of their right to language access to be viewed in waiting areas across District agencies, and b) partner with DCHR, the Mayor's constituency offices, and hiring agencies to host a bilingual hiring fair connecting agencies with skilled bilingual candidates for vacant public facing positions.	Complete	The Language Access Program (LAP) released the video to be broadcasted to the following agencies per their request: DMV, DPW, FEMS, DCH, DBH, DCHR, DCHD. In FY 19, the Language Access Program explored different resources and alternatives with DCHR to host the City-Wide Bilingual Fair, however all these efforts did not result in a successful inter-agency partnership collaboration.	
<b>Compliance Monitoring (1 Strategic Initiative)</b>				
Biennial Language Access Plans	In FY19, OHR will work to ensure that all major public contact agencies adopt a comprehensive Biennial Language Access Plan (BLAP) that will serve as the agency's roadmap for addressing compliance gaps during the FY19/20 period. The BLAPs will identify specific time-bound action items agencies will take to achieve language access priorities.	Complete	As September 30, 2019, thirty out of thirty-eight agencies with major public contact have submitted their BLAPs. Also, twenty-four agencies have fully completed the submission of their BLAPs and BLAPs' certification. OHR has already met with and contacted the government agencies that scored low in the FY 18 annual compliance report, to provide them technical support in all the components of the LA requirements, therefore these agencies can be in full compliance.	
<b>EEO Counselors and Officers Training (1 Strategic Initiative)</b>				
Strengthen the EEO Counseling Program	In FY19, OHR will strengthen EEO Counseling Program by streamlining Counselor availability, by providing consistent trainings and holding quarterly meetings.	Complete	In Q4, OHR utilized Zoom webinars to provide 2 refresher training to EEO Counselors and Officers on EEO Counseling Best Practices. We plan on continuing the webinar format in each quarter as it is an efficient way to get groups together to discuss best practices and challenges.	
<b>Enforcement (1 Strategic Initiative)</b>				
Increase Education on Language Access Enforcement	In FY19, OHR will partner with the Mayor's Offices on African, Latino, and Asian and Pacific Islander Affairs; the DC Language Access Coalition; and community based organizations on outreach and education efforts to ensure that LEP/NEP populations understand their rights under the Language Access Act, and OHR's process for investigating language access complaints.	Complete	The Language Access Program participated in three community events: LA Fiesta del Pueblo, Advocate for Justice and Education and at CARECEN, in these three community events provided the platform to the LAP team to provide information about the Language Access Act, and KYR resources. Also, the LAP was invited to participate in the Housing Counseling monthly staff meeting to conduct the Language Access grantees compliance training, this non-profit organization serves clients who are LEP/NEP in Spanish, Amharic, Chinese, French and Vietnamese.	
<b>Intake (1 Strategic Initiative)</b>				



Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Intake Systems Management	In FY19, in order to increase efficiencies in the Intake Unit, OHR will improve digitizing case documents by ensuring all intake staff are utilizing the system, streamline the initial complaint processing between responsible staff persons through close supervision and case tracking; develop team trainings using peer expertise and improve customer service through surveys.	Complete	The Intake Unit has worked diligently to improve and streamline the process for receiving initial complaints through revised case tracking procedures during Quarter 4. The Manager has worked closely with new employees to provide training on internal processes and substantive legal guidance on docketing employment cases.	
<b>Investigate (1 Strategic Initiative)</b>				
Improve Investigation Process	In FY19, the Investigation Unit will develop policies and procedures for conducting fact finding conferences and conduct fact finding conference. Additionally, OHR will streamline all policies and practices by developing a practice manual for the investigation team.	75-99%	A Fact Finding Manual has been drafted, however, OHR decided to hold off on incorporating fact finding conferences into its investigation process, as regulations need to be revised to fully utilize fact findings to expedite case processing. OHR has continued to streamline the investigation process via docket sheets, revised investigative templates, and the creation of a question database. The Investigation Manual continues to be a work in progress.	Regulations need to be revised to fully utilize fact findings to expedite case processing
<b>Issue press release statements (1 Strategic Initiative)</b>				
Agency Publications	In FY19, OHR will issue four (4) publications as follows: (1) the Annual Report; (2) the Language Access Annual Report; (3) Youth Bullying Prevention Program Biennial Report; and (4) a Report on Transgender Resume Testing Project.	75-99%	OHR released reports 1-3 in FY19.	OHR plans to release its Transgender Resume Testing Project in June 2020.
<b>Issue scheduling order (1 Strategic Initiative)</b>				
Improve COHR Record and Data Management	In FY19, COHR will update its record management system by ensuring all documents are digitized and develop mechanisms to capture relevant data such as types of cases and adjudicatory outcomes.	Complete	The COHR law fellow updated COHR files and reports prior to her departure in September. The COHR will continue to utilize these systems until additional staff are onboarded.	
<b>Legal Review (2 Strategic initiatives)</b>				
Develop OHR Enforcement Guidance Documents	In FY19, to assist the public with compliance, OHR will publish four (4) guidance documents with each focusing on specific areas of the law.	Complete	OHR published the following Guidance Documents: (1) Understanding Leave "Stacking" under DCFMLA, (2) Protection for Breastfeeding Mothers and Sex-Based Discrimination under the Human Rights Act, and (3) Guidance for Attorney-Drafted Charges. The fourth guidance document will be published in FY20.	
Update OHR Regulations	In FY19, OHR will review all regulations and select up to 2 sets of regulations to update in FY19.	Complete	OHR drafted regulations on the Fair Criminal Record Screening Amendment Act and amended the existing rule at 4 DCMR 400 (Procedures for Contested Cases before the Commission).	
<b>Mediation (1 Strategic Initiative)</b>				
Improve Mediation Unit's Systems	In FY19, in order to further refine the mediation unit systems, OHR will improve case management system for capturing mediation data, provide additional training for mediations, and include OHR's Standard Operating Procedures for Case Processing in all of its Letters of Notification.	Complete	The mediation unit completed consistently this goal nearly 100% during FY2019. In addition, the Mediation Specialist created a new case folder system for saving relevant documents for cases received in FY2019 for the investigation unit. The new folder allows for organizing documents and efficient uploading to the current case management system.	
<b>Perform Outreach (1 Strategic Initiative)</b>				
Expand Outreach	In FY19, OHR will expand its outreach by focusing on areas east of the river by building partnerships, attending ANC meetings, and holding educational seminars or workshops relating to employment and housing laws. OHR will also convene other Fair Employment Practice Agencies in the DMV area to increase our presence for those that may work and visit the District but may not reside in the District. Additionally, OHR will work hold meetings with sister government agencies to increase understanding of EEO laws in the District.	Complete	OHR has made a concerted effort to reach areas East of the River (EoTR) during FY19. Whether at the MLK Day Parade, Congress Heights Festival or Hillcrest Community day, OHR ceased every opportunity to inform residents East of the River, and made sure to have a presence. Additionally, we formed strategic partnerships with organizations that work with populations EoTR, including Skyland Workforce Center, United Planning Organization, Anacostia Coordinating Council, Far Southeast and East River Family Strengthening Collaboratives, Department of Employment Services and Rising for Justice to name a few. These partnerships have led to several Know Your Rights trainings, many of which are not physically located EoTR, but contain large numbers of people that live in Wards 7 & 8.	
<b>Provide education/training (1 Strategic Initiative)</b>				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Expand Education and Training	In FY19, OHR will continue its Human Rights Liaison (HRL) trainings, and to increase its reach, OHR will work with community partners to deliver HRL trainings onsite. OHR will also design and develop new business training sessions focusing on comprehensive civil and human rights laws. As part of OHR's responsibilities under the Street Harassment Prevention Act, OHR will develop and provide educational curriculum on street harassment and work with relevant government agencies to deliver these trainings.	Complete	In FY19, OHR held four HRL trainings (one in each quarter) equipping over 100 service providers throughout the District on our local anti-discrimination laws, how to navigate OHR services and refer complaints of discrimination to OHR. Additionally, OHR made major strides with its new Street Harassment Prevention law in FY19. OHR convened the District's Advisory Committee on Street Harassment on nearly a monthly basis in FY19 and delivered on several requirements of committee, by law, during FY19. These requirements include issuing a citywide survey of diverse communities in all eight Wards on their experiences with street harassment, launching a public awareness campaign titled #NoStreetHarassmentDC citywide in September 2019 as well as convening focus groups with marginalized and underrepresented communities to better understand their unique experiences with street harassment in the District.	
<b>Review Certified Cases (1 Strategic Initiative)</b>				
Launch full use of electronic case management system and e-filing	In FY19, COHR will fully use the new electronic case management system and offer e-filing to all parties.	50-74%	The COHR case management system is operational and a final training will be conducted once a new Chief ALJ is on board.	Due to staffing changes and shortages in the Commission, this initiative was not fully completed. However, with a new Chief Administrative Law Judge starting soon, we hope we can reassess this in FY2020.
<b>School Climate Data and Youth Bullying Prevention Project (1 Strategic Initiative)</b>				
Youth Bullying Prevention Program - NIJ Project Status	In FY19, the final year of the NIJ grant for positive school climate and violence prevention, the Certification and Advisory Board (CAB), will continue to work to evaluate schools to address school climate and youth bullying prevention. The process entails schools conducting climate surveys, and based on survey results, proposing evidence based framework that supports youth bullying prevention programs. If the proposal is selected, the school will receive funding from the National Institute of Justice to implement the proposed program. The CAB will also collect and vet local resources and supports that school, DC agencies and local non-profits can access to support training and programming around violence prevention and safety.	75-99%	One school submitted their second workbook which was approved. They submitted a grant for funding based on the workbook which was also approved. The CAB is in process of creating materials that will be shared with schools on tips, best practices and lessons learned from the study. These will be finalized by the end of December.	The NIJ project concludes in December 2019.