

A

Governmental Direction and Support

Council of the District of Columbia

FY 2002 Proposed Operating Budget:

\$13,232,000

FY 2002 Proposed Capital Budget:

\$0

The Council of the District of Columbia is the elected legislative branch of the District government. Its mission is to enact laws, approve the operating budget and financial plan, establish and oversee the programs and operations of government agencies, and set policy for the government.

The proposed FY 2002 operating budget is \$13,232,000, an increase of \$1,107,839, or 9.1 percent, over the FY 2001 approved budget.

Budget Summary

The proposed FY 2002 operating budget is \$13,232,000, an increase of \$1,107,839, or 9.1 percent, over the FY 2001 approved budget (table AB0-1). In FY 2002, the Council of the District of Columbia will receive 100 percent of its funding from local sources. There are 163 full-time equivalent (FTEs) positions supported by this budget, an increase of 6 FTEs over FY 2001 (table AB0-2).

Agency Background

The Council is composed of 13 members—five of whom, including the Chairman, are elected city-wide and eight of whom are elected from each of the eight wards. The Council conducts its work through standing committees and special investigative committees. In Council Period 14, 10 standing committees and two subcommittees of the Committee of the Whole were established.

The Council sets policy for the government through legislation, budget priorities, and appointments. It oversees the performance of government agencies and the implementation of management

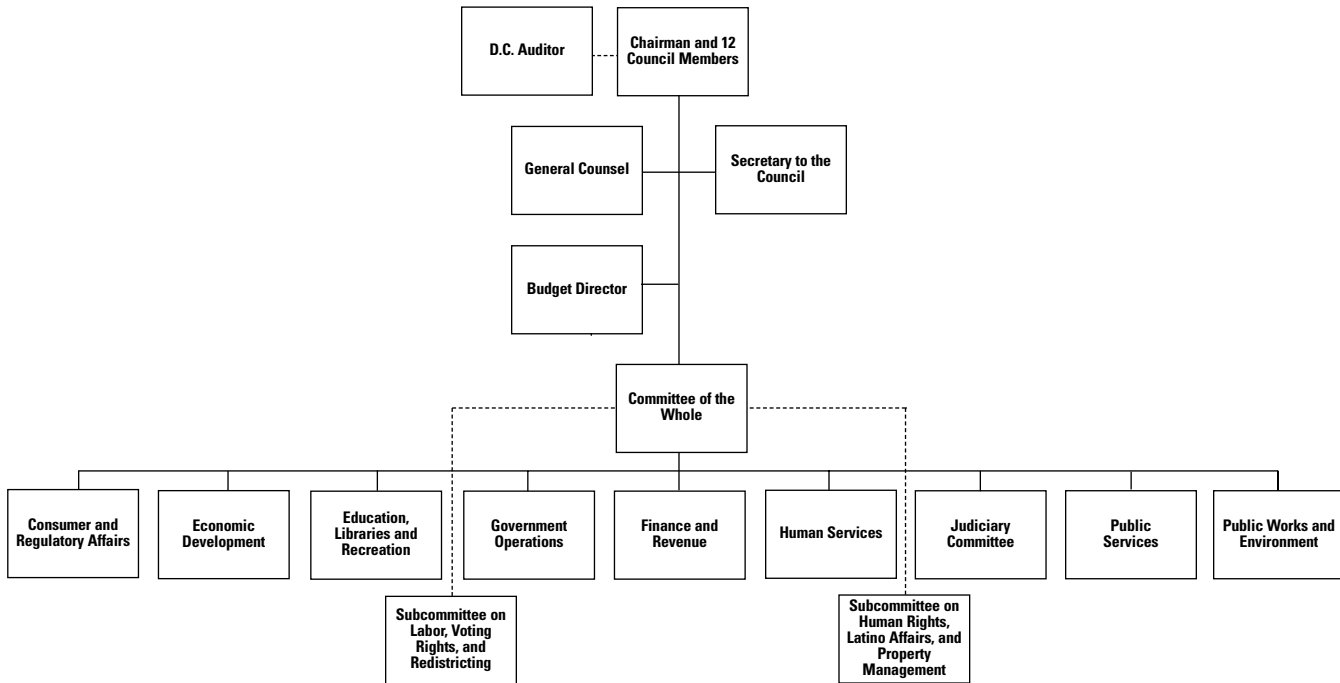
reform and cost savings to improve service delivery. Council committees issue analytical reports on the effectiveness of government operations and make recommendations for reform. In addition, the Council monitors agency spending to ensure compliance with the approved budget. Council staff perform legislative research, bill drafting, program and policy analysis, and constituent services. In addition, centralized administrative, legal and budget offices support the Council.

As the local elected body, the Council seeks citizen participation throughout the legislative process. It holds public hearings to provide an opportunity for public comment on proposed legislation, policy initiatives and government operations. Also, the Council helps citizens access government information and services.

To assist in its oversight, the Council appoints the D.C. Auditor who conducts statutorily required audits of government accounts and operations, and other audits as directed by the Council.

Figure AB0-1

Council of the District of Columbia



Funding Summary

Local

The proposed local budget totals \$13,232,000, an increase of \$1,107,839, over the FY 2001 approved budget. Of the net increase in the proposed budget, there is an increase of \$893,495 in personal services and an increase of \$220,344 in nonpersonal services. The Council of the District of Columbia receives 100 percent of its funding from local sources.

The change in personal services is associated with an increase of FTEs from 157 to 163 to support the reorganization of the Council to enhance its program and policy analysis and legislative oversight of D.C. government operations and programs.

The change in nonpersonal services is comprised of a \$116,000 net decrease in supplies and equipment, \$23,616 net increase in rent and utilities, and a \$312,728 increase in other services and charges primarily for the production of the District of Columbia Code. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Other

The Council of the District of Columbia will not receive other funds in FY 2002, a decrease of \$6,000 from the FY 2001 budget.

Agency Goals and Performance Measures

Note: The Council presents its performance measures according to Council periods, which begin on January 1st of odd-numbered years and are two years in length.

Measure 1.1: Number of public hearings conducted

	Council Period			
	1997-1998	1999-2000	2001-2002	2003-2004
Actual	142	279	-	-

Measure 1.2: Number of oversight hearings conducted

	Council Period			
	1997-1998	1999-2000	2001-2002	2003-2004
Actual	45	73	-	-

Table AB0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Council of the District of Columbia

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Change from FY 2001
Regular Pay - Full Time	6,585	8,285	8,880	595
Regular Pay - Other	306	202	342	140
Additional Gross Pay	108	150	150	0
Fringe Benefits	1,113	1,234	1,393	158
<i>Subtotal Personal Services (PS)</i>	<i>8,112</i>	<i>9,872</i>	<i>10,765</i>	<i>893</i>
Supplies and Materials	108	131	131	0
Utilities	151	145	144	-1
Communications	129	170	170	0
Rentals - Land and Structures	52	133	157	25
Janitorial Services	0	0	83	83
Security Services	0	0	100	100
Other Services and Charges	1,815	1,217	1,342	125
Contractual Services	8	0	0	0
Equipment and Equipment Rental	156	457	340	-117
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>2,419</i>	<i>2,253</i>	<i>2,467</i>	<i>214</i>
Total Proposed Operating Budget	10,531	12,124	13,232	1,108

Table AB0-2

FY 2002 Full-Time Equivalent Employment LevelsCouncil of the District of Columbia

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Change from FY 2001
Continuing full time	140.25	153.00	163.00	10.00
Term full time	6.00	4.00	0.00	-4.00
Total FTEs	146.25	157.00	163.00	6.0

Table AB0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

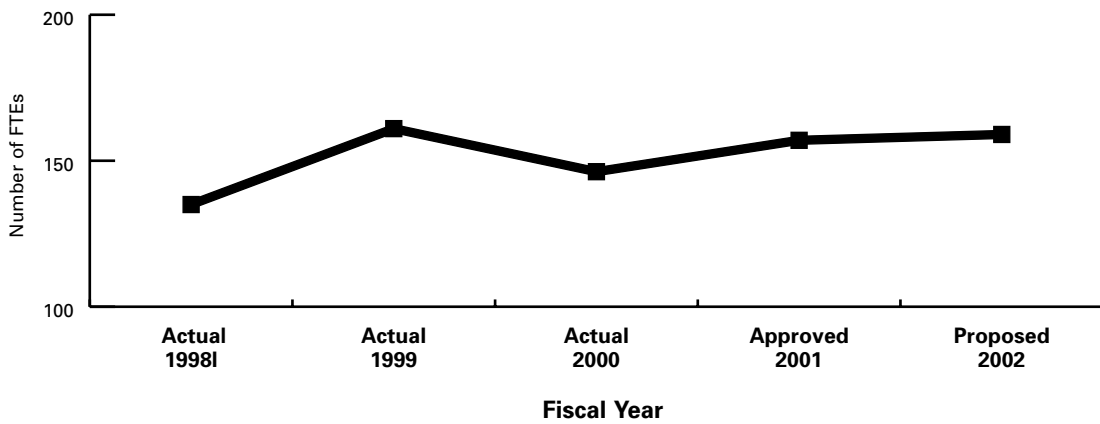
Council of the District of Columbia

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	8,342	8,735	10,531	12,118	13,232
Other	0	0	0	6	0
Gross Funds	8,342	8,735	10,531	12,124	13,232

Figure AB0-2

D.C. Council Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)



Measure 1.3: Number of investigative hearings conducted

	Council Period			
	1997-1998	1999-2000	2001-2002	2003-2004
Actual	6	11	-	-

Measure 1.4: Number of performance oversight hearings conducted

	Council Period			
	1997-1998	1999-2000	2001-2002	2003-2004
Actual	0	59	-	-

Measure 1.5: Number of budget review hearings conducted

	Council Period			
	1997-1998	1999-2000	2001-2002	2003-2004
Actual	23	42	-	-

Office of the District of Columbia Auditor

FY 2002 Proposed Operating Budget:	\$1,298,826
FY 2002 Proposed Capital Budget:	\$0

The Office of the District of Columbia Auditor conducts thorough audits of the accounts and operations of the District government, with the goal of promoting economy, efficiency, and accountability.

The FY 2002 proposed operating budget is \$1,298,826, an increase of \$16,136, or 1.3 percent, over the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the Office of the District of Columbia Auditor (ODCA) is \$1,298,826, an increase of \$16,136, or 1.3 percent, over the FY 2001 approved budget (table AC0-1). ODCA receives 100 percent of its funding from local sources. There are 14 full-time equivalent (FTE) positions supported by this budget (table AC0-2).

Strategic Issue

In FY 2002, the ODCA seeks to enhance the efficiency and effectiveness of government operations.

FY 2002 Initiatives

In FY 2002, the ODCA will assume five new statutory audit requirements, which include:

- The Mental Health Services Client Enterprise Establishment Act of 1998.
- The Equity in Contracting Amendment Act of 2000.
- The Telephone Fraud Amendment Act of 2000.
- The Government Managers Accountability Act.

- The University of the District of Columbia Endowment Fund.

Agency Background

The Office of the District of Columbia Auditor was established by the District of Columbia Home Rule Act (PL 93-198, Section 455, D.C. Code 47-117). It is charged with conducting thorough audits of the accounts and operations of the District government. The ODCA assists the District Council in performing its legislative oversight responsibilities. ODCA also provides financial oversight of the District's 37 Advisory Neighborhood Commissions.

Programs

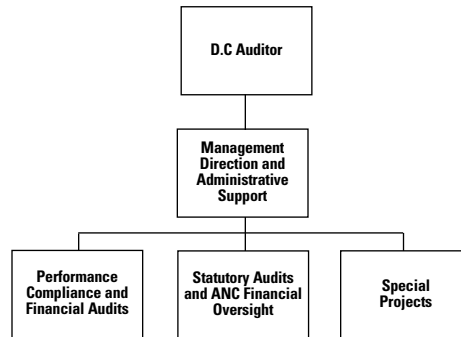
The ODCA carries out its mission by conducting the following (figure AC0-1):

Performance, Compliance, and Financial Audits of the accounts, operations, and programs of the District government and certifies revenue estimates in support of municipal bond issues.

Financial Oversight of the financial activities of the District government's 37 Advisory Neighborhood Commissions (ANCs) and adminis-

Figure AC0-1

Office of the District of Columbia Auditor



ters the ANC Security Fund, as required by the Advisory Neighborhood Commissions Act of 1975.

Performs audits of special programs, funds, and organizational entities.

Funding Summary

The ODCA receives 100 percent of its funding from local sources. The change in budget from FY 2001 is due to an increase of \$54,714 in personal services to align the Auditor's personal services budget with current authorized staffing levels, and support the transfer of two supervisory Career Services positions and the Deputy Auditor position to the Management Supervisory Service.

Nonpersonal services were decreased by \$38,578. This reflects a decrease of \$31,301 in equipment; a net increase of \$8,205 in utilities and rent, which includes a decrease to management reform savings; a decrease of \$12,982 in other services and charges; and a decrease of \$2,500 in contractual services. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Trend Data

Table AC0-3 and figure AC0-2 show expenditure and employment histories for FY 1998–FY 2002.

Figure AC0-2

Office of the D.C Auditor Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)

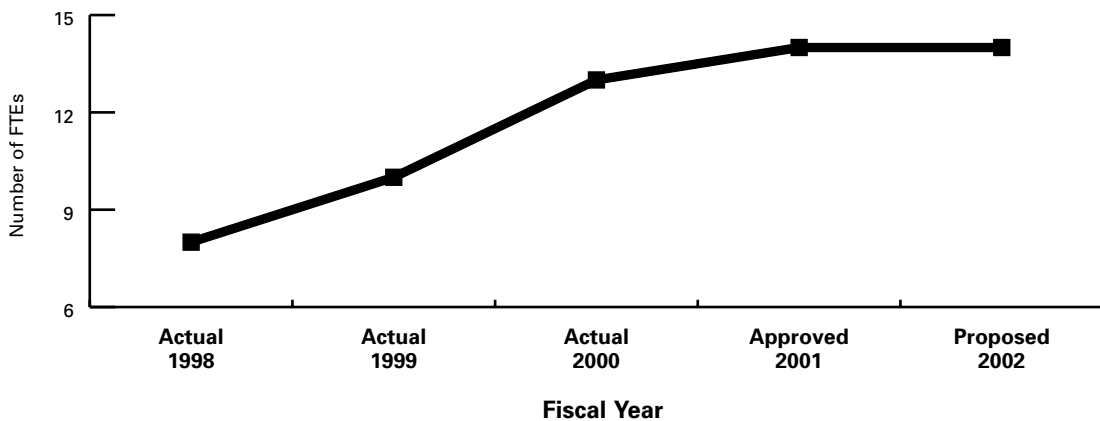


Table AC0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of the D.C. Auditor

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	676	708	894	185
Regular Pay - Other	0	146	0	-146
Additional Gross Pay	37	0	0	0
Fringe Benefits	92	120	135	15
<i>Subtotal Personal Services (PS)</i>	<i>805</i>	<i>975</i>	<i>1,029</i>	<i>55</i>
Supplies and Materials	8	10	10	0
Utilities	0	0	0	0
Communications	10	14	11	-3
Rentals - Land and Structures	142	153	164	11
Janitorial Services	0	0	3	3
Other Services and Charges	37	59	43	-16
Contractual Services	19	25	23	-3
Equipment and Equipment Rental	27	47	16	-31
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>244</i>	<i>308</i>	<i>270</i>	<i>(39)</i>
Total Proposed Operating Budget	1,049	1,283	1,299	(16)

Table AC0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of the D.C. Auditor

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full-time	11	14	14	0
Term full time	2	0	0	0
Total FTEs	13	14	14	0

Table AC0-3

FY 2002 AC0 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Office of the D.C. Auditor

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	808	843	1,049	1,283	1,299
Gross Funds	808	843	1,049	1,283	1,299

Agency Goals and Performance Measures

Goal 1. Promote economy, accountability, and efficiency within the D.C. government.

City-wide Strategic Priority Area: Making government work

Manager: Thomas Brown, Deputy D.C. Auditor

Supervisor: Deborah K. Nichols, D.C. Auditor

Performance Measure 1.1: Amount of savings or increased revenue identified by agency (millions of \$)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	10.0	10.0	10.0	10.0	10.0
Actual	26.0	19.2	-	-	-

Performance Measure 1.2: Number of mandatory statutory audits conducted

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	9	9	9	9	9
Actual	9	9	-	-	-

Performance Measure 1.3: Number of performance, financial, and compliance audits completed

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	9	15	15	15	15
Actual	9	12	-	-	-

Performance Measure 1.4: Number of Advisory Neighborhood Commissions that receive financial oversight and ministerial duties from agency

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	37	37	37	37	37
Actual	37	37	-	-	-

Advisory Neighborhood Commissions

FY 2002 Proposed Operating Budget:

\$807,652

FY 2002 Proposed Capital Budget:

0

The mission of the Advisory Neighborhood Commissions is to serve as a liaison between the District government and the community.

The FY 2002 proposed operating budget is \$807,652, an increase of \$59,652, or 8 percent, over the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the Advisory Neighborhood Commissions (ANCs) is \$807,652, an increase of \$59,652, or 8 percent, over the FY 2001 approved budget (table DX0-1). The Advisory Neighborhood Commissions receive 100 percent of their funding from local sources. There is 1 full-time equivalent (FTE) supported by this budget, the same level as in FY 2001 (table DX0-2).

Commissions are independent bodies that advise District government officials on public policy issues affecting their respective neighborhoods. The commissioners of the 37 commissions attend hearings, support community activities, and provide testimony concerning alcoholic beverage licensing. Commissioners testify before various bodies including the District Council, boards, and commissions.

The Comprehensive Advisory Neighborhood Commission Reform Amendment Act of 2000 established the Office of Advisory Neighborhood Commissions (OANC) to provide technical, administrative, and financial reporting assistance to the commissions. The OANC supports the efforts of the commissions and is not empowered to direct or supervise the actions of the commissions. The executive director is appointed by the D.C. Council for a term of three years.

Strategic Issues

The ANCs provide a voice for District citizens and a forum for those citizens to make their voices heard. The scope of issues pertains to the specific segment of each ward in the District. The overarching strategic issue for the ANCs is to have local issues brought to the forefront of the political agendas of the Mayor, D.C. Council, and other significant government bodies that affect the citizens in the District.

Agency Background

The Advisory Neighborhood Commissions are advisory boards composed of residents elected within the District's neighborhoods.

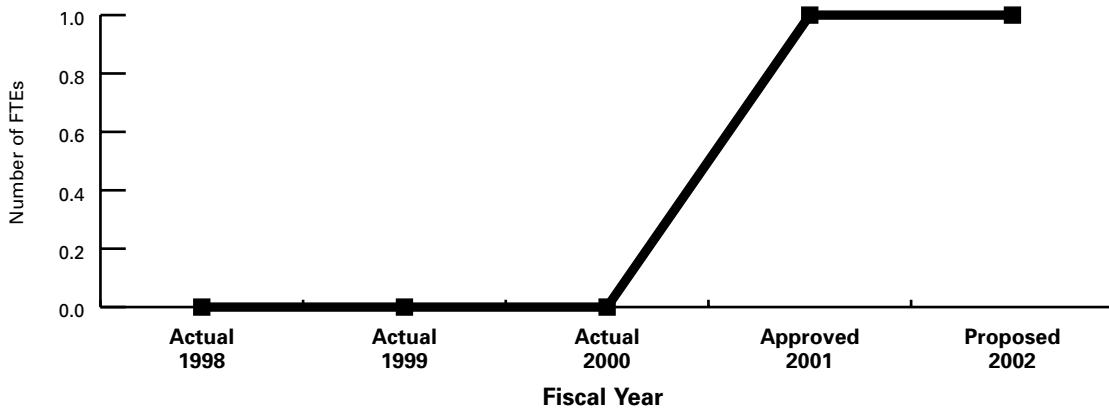
Programs

ANCs provide guidance to the District government with regard to traffic, parking, recreation, street improvements, liquor licenses, zoning, economic development, police protection, sanitation, and trash. The intent of the ANCs is to ensure

Figure DX0-1

ANC Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)



input from an advisory board that is made up of the residents of the neighborhoods directly affected by government action. As such, the ANCs are grassroots government bodies that understand the concerns of the citizens of the District.

Funding Summary

The proposed FY 2002 operating budget for all funds is \$807,652, an increase of \$59,652 over the FY 2001 approved budget. Of the total budget, \$74,652 is in personal services and \$733,000 is in nonpersonal services. Nonpersonal services includes funding for the individual ANCs as well as \$50,000 to improve communications between ANCs and agencies of the District government and \$10,000 for the development of a newsletter and website. The ANCs receive 100 percent of their funding from local sources. There is 1 FTE supported by this funding, no change from the FY 2001 approved budget. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Trend Data

Table DX0-3 and figure DX0-1 show expenditures and employment histories for FY 1998–FY 2002.

Table DX0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Advisory Neighborhood Commissions

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	0	64	64	0
Fringe Benefits	0	11	11	0
<i>Subtotal Personal Services (PS)</i>	<i>0</i>	<i>75</i>	<i>75</i>	<i>0</i>
Other Services and Charges	-52	0	0	0
Contractual Services	0	0	60	60
Subsidies and Transfers	516	673	673	0
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>464</i>	<i>673</i>	<i>733</i>	<i>60</i>
Total Proposed Operating Budget	464	748	808	60

Table DX0-2

FY 2002 Full-Time Equivalent Employment LevelsAdvisory Neighborhood Commissions

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full-time	0	1	1	0
Total FTEs	0	1	1	0

Table DX0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Advisory Neighborhood Commissions

	Actual FY 1998	Actual FY 1999	Approved FY 2000	Proposed FY 2001	Proposed FY 2002
Local	562	269	464	748	808
Gross Funds	562	269	464	748	808

Office of the Mayor

FY 2002 Proposed Operating Budget: \$ 8,093,582
 FY 2002 Proposed Capital Budget: \$0

The Office of the Mayor serves the needs of the public setting priorities, providing management direction and support to agencies, and restoring one government, good government, and self-government to the District of Columbia.

The FY 2002 proposed operating budget for the Office of the Mayor is \$8,093,582, an increase of \$626,588, or 8.4 percent, over the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the Office of the Mayor is \$8,093,582, an increase of \$626,588, or 8.4 percent, over the FY 2001 approved budget (table AA0-1). There are 82.5 full-time equivalents (FTEs) supported by this budget, representing an increase of 11.5 FTEs over the FY 2001 budget (table AA0-2).

- Sponsor a second Citizens Summit and other events to engage citizens in updating the District's strategic direction.
- Continue setting, achieving, and reporting progress on scorecard goals.
- Maintain communications with citizens across the city through Town Hall meetings, community picnics, and Advisory Neighborhood Commission (ANC) meetings.
- Work in partnership with the Council of the District of Columbia to maintain one government and good government as the District enters the post-Control Board era.

Strategic Issues

The Office of the Mayor will continue to lead the government and community at large in achieving the citizens' goals, which include:

- Strengthening children, youth, families, and individuals
- Building and sustaining healthy neighborhoods
- Promoting economic development
- Making government work
- Enhancing unity of purpose and democracy.

Agency Background

The Office of the Mayor was established in 1973 by Public Law 93-198, the District of Columbia Home Rule Act, to serve as the chief executive of the District of Columbia.

Programs

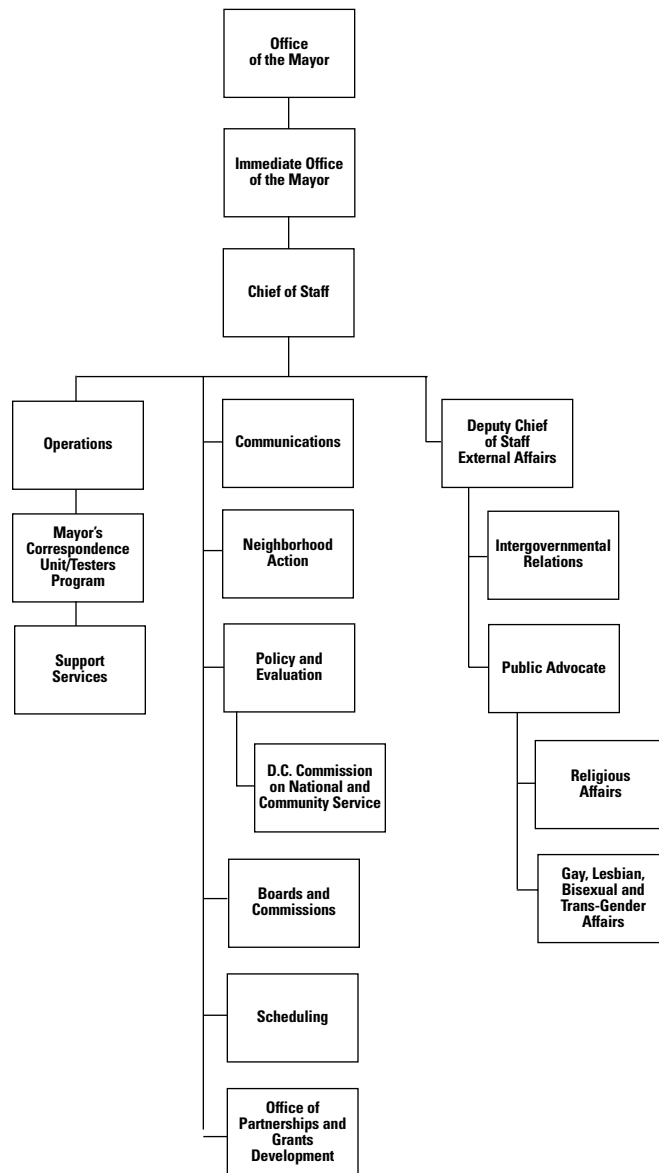
The mission of the Mayor's Office is performed through the following offices (figure AA0-1):

External Affairs includes the Office of Intergovernmental Relations and the Public

FY 2002 Initiatives

- Coordinate the 39 neighborhood strategic plans into a revised City-Wide Strategic Plan.

Figure AA0-1
Office of the Mayor



Advocate. This office coordinates all external relations in support of citizen goals.

Public Advocate plays a vital role in identifying issues in the community, building community support for new initiatives, and facilitating the flow of communications. Also, this office is responsible for maintaining the relationship between the Mayor's Office and Advisory Neighborhood Commissioners, community groups and citizens, as the government hears and responds to community concerns.

Intergovernmental Relations is responsible for advancing the District's legislative and policy priorities in partnership with the Council of the District of Columbia, the Congress of the United States, federal departments and agencies, local and state governments, regional authorities and planning bodies, and other related organizations.

Policy and Evaluation provides critical leadership and support to Deputy Mayors and the

Table AA0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of the Mayor

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	3,717	3,998	4,325	327
Regular Pay - Other	29	0	251	251
Additional Gross Pay	33	0	0	0
Fringe Benefits	547	539	686	147
<i>Subtotal Personal Services (PS)</i>	<i>4,326</i>	<i>4,537</i>	<i>5,263</i>	<i>725</i>
Supplies and Materials	38	68	109	41
Utilities	115	74	167	93
Communications	406	125	312	187
Rentals - Land and Structures	27	102	153	51
Janitorial Services	0	0	116	116
Security Services	0	0	99	99
Other Services and Charges	416	326	1,230	904
Contractual Services	77	441	513	72
Subsidies and Transfers	-2	1,750	0	-1,750
Equipment and Equipment Rental	50	43	132	89
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>1,127</i>	<i>2,930</i>	<i>2,831</i>	<i>(99)</i>
Total Proposed Operating Budget	5,453	7,467	8,094	627

Table AA0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of the Mayor

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full time	66.5	71.0	79.0	8.0
Term full time	1.0	0.0	3.5	3.5
Total FTEs	67.5	71.0	82.5	11.5

Mayor's office through internal policy analysis and coordination with external policy groups. This office also serves as an "incubator" for priority initiatives for the Mayor.

Communications informs and educates the public on key issues in and around the District government.

Boards and Commissions is responsible for identifying qualified candidates to be nominated by the Mayor for service on the 130-plus boards and commissions sanctioned by the District of Columbia government. The office also performs an oversight function by monitoring the performance of the boards and commissions.

Table AA0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Office of the Mayor

	Actual FY 1998	Actual FY 1999	Approved FY 2000	Proposed FY 2001	Proposed FY 2002
Local	1,875	3,634	5,237	7,467	7,422
Federal	0	0	93	0	365
Other	0	0	0	0	0
Intra-District	48	12	123	0	307
Gross Funds	1,923	3,646	5,453	7,467	8,094

Partnerships and Grants Development identifies opportunities for competitive grant resources and partnerships between District agencies, not-for-profits, the federal government, and private sector partners.

Neighborhood Action facilitates the process whereby community input dictates the priorities of the government.

D.C. Commission on Community and National Service brings the energy and resources of the volunteer community service to work on challenges that face the District of Columbia.

The **Tester Program** measures agency improvement in front-line service delivery and provides information that augments current customer service initiatives.

Funding Summary**Local**

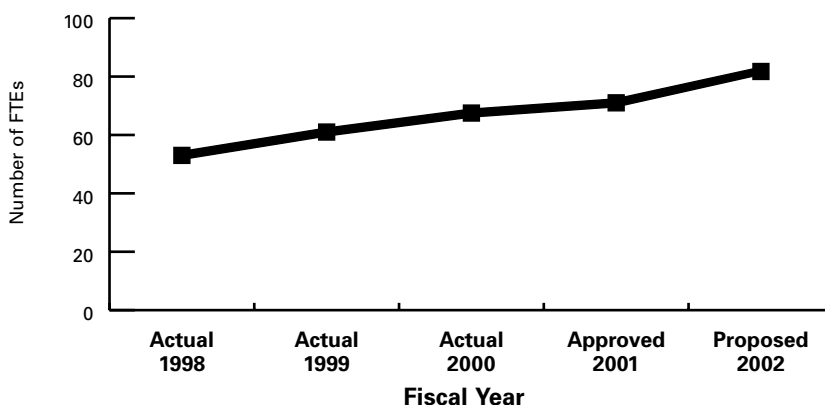
The proposed local budget is \$7,421,828 a decrease of \$45,166 from the FY 2001 approved budget. Of this decrease, there is a \$265,833 increase in personal services and a \$310,999 decrease in nonpersonal services. There are 75 full-time positions funded by local sources, an increase of 4 FTEs from FY 2001. The increase of 4 FTEs represents an increase for Neighborhood Outreach and Action. Refer to the FY 2002 Operating Appendices (bound separately) for details. The change in personal services comprises:

- \$219,027 is an increase to align the personal services budget with current authorized staffing levels
- \$153,504 is an increase to fund Neighborhood Action and Outreach

Figure AA0-2

Office of the Mayor Employment Levels, FY 1998 - Proposed FY 2002

(gross FTEs)



- \$106,698 is a decrease for the transfer of funds to establish the Office of Asian and Pacific Islander Affairs as a separate agency. The change in nonpersonal services comprises:
- \$1,750,000 is a decrease in subsidies and transfers for one-time economic development initiatives
- \$542,444 is an increase to align the agency's fixed costs with fixed cost estimates
- \$74,222 is an increase in supplies and equipment
- \$787,124 is an increase in other services and charges, primarily to fund Neighborhood Action and Neighborhood Outreach
- \$35,211 is an increase in contractual services.

Federal

The proposed federal budget is \$364,691, an increase of \$364,691 over the FY 2001 approved budget. Of this increase, \$202,465 is in personal services and \$162,226 is in nonpersonal services. There are 3.5 full-time positions funded by federal sources. The increase in federal funding represents an increase in funding due to a grant awarded by the Corporation for National Service to promote volunteerism in the District of Columbia.

Intra-District

The proposed intra-District budget is \$307,063, an increase of \$307,063 over the FY 2001 approved budget. Of this increase, \$257,063 is in personal services and \$50,000 is in nonpersonal services. There are 4 full-time positions funded by intra-District sources. The increase in intra-District funding represents an increase in indirect cost recovery funds to support the Office of Partnerships and Grants Development.

Trend Data

Table AA0-3 and figure AA0-2 show expenditure and employment histories for FY 1998 – Proposed FY 2002.

Between 1991 and 1997, the Office of the Mayor was downsized from 101 FTEs and \$6.6 million to 46 FTEs and \$4.1 million. This

decrease represents the consequences of the financial crisis and the establishment of the Chief Management Officer. The subsequent increase of agency budget and staff from FY 1998 to FY 2001 reflects the restoration of responsibilities from the Chief Management Officer and the Control Board to the Office of the Mayor.

Agency Goals and Performance Measures

The joint mission of the Executive Office of the Mayor (EOM) and the Office of the City Administrator (OCA) is to develop and implement the Citywide Strategic Plan. "Turning Ideas into Action: The District of Columbia Strategic Plan for 2000-2001" presents the long-term goals and initiatives developed by the Mayor's cabinet in response to the citizen input gathered at the Citizen Summit, Citizen Forum and initial Neighborhood Forums. The primary measures of the District's single-year performance in achieving the goals of the Citywide Strategic Plan are the District of Columbia Scorecard Goals that address each of the strategic plan's five priority areas:

- Strengthening children, youth, families and individuals
- Building and sustaining healthy neighborhoods
- Promoting economic development
- Making government work
- Enhancing unity of purpose and democracy

The Executive Office of the Mayor is responsible for implementing Priority Area 5, Enhancing Unity of Purpose. Implementation of the remaining four priority areas is the responsibility of the four Deputy Mayors. The Office of the Deputy Mayor/City Administrator is responsible for implementing Priority Areas 1, 2 and 4. The Office of the Deputy Mayor for Planning and Economic Development is responsible for implementing Priority Area 3.

Priority Area 5. Enhancing unity of purpose*Manager:* TBD, Chief of Staff*Supervisor:* Anthony A. Williams, Mayor**Performance Measure 5.1: Support neighborhood clusters (39 total) in developing a Neighborhood Strategic Plan by October 2001**

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	39	NA	39
Actual	NA	NA	-	-	-

Performance Measure 5.2: "Taxation Without Representation" license plates issued in the District (thousands)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	100.0	150.0	200.0
Actual	NA	NA	-	-	-

Note: FY 2001 actual figure is estimated.

Performance Measure 5.3: Number of voting seats in Congress for District

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	3	3	3	3	3
Actual	0	0	-	-	-

Performance Measure 5.4: Citizen summits offering District residents opportunities to provide input to update the Citywide Strategic Plan

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	4	1	2	1
Actual	NA	4	1	-	-

Performance Measure 5.5: Number of Advisory Neighborhood Commissions training sessions held

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	1	3	3	3
Actual	0	1	3	-	-

Performance Measure 5.6: Number of Town Hall meetings held

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	8	8	8
Actual	NA	NA	-	-	-

Office of the Secretary

FY 2002 Proposed Budget:	\$2,515,184
FY 2002 Proposed Capital Budget:	\$0

The mission of the Office of the Secretary of the District of Columbia is to serve as the sole custodian of the Seal of the District of Columbia and to authenticate its proper use in accordance with the law.

The FY 2002 proposed operating budget is \$2,515,184, an increase of \$568,836, or 29.2 percent, over the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the Office of the Secretary is \$2,515,184, an increase of \$568,836, or 29.2 percent, from FY 2001 (table BA0-1). This increase is primarily attributable to the higher costs of archiving and printing. There are 27 full-time equivalents (FTEs) supported by this budget, representing no change from FY 2001 (table BA0-2). Of this amount, local funding for this agency is \$2,424,520.

Strategic Issue

The Office of the Secretary will improve public access to officially released District government documents.

FY 2002 Initiatives

- Develop automation plan for the District Archives and Record Center.
- Create agency web page.
- Design plan for reducing time needed to process Freedom of Information Act (FOIA) requests.

Agency Background

The Office of the Secretary (OS) was established as part of the Executive Office of the Mayor by a Mayoral Order in 1984. The office is headed by the Secretary of the District of Columbia, who is appointed by the Mayor, with the advice and consent of the Council of the District of Columbia.

Programs

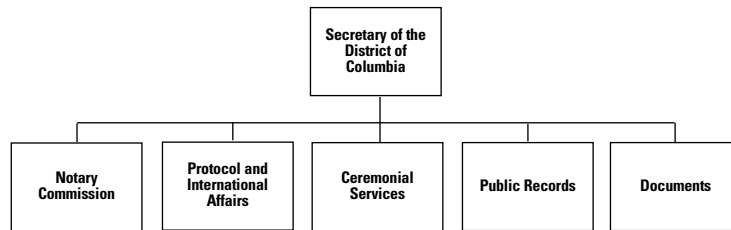
The Office of the Secretary oversees administrative, ceremonial, and support services for the Mayor. In addition, the Secretary also performs many of the record-keeping functions typically managed by a city clerk or a secretary of state. The agency carries out its mission through five major programs (figure BA0-1):

Ceremonial Services provides all official ceremonial documents and keys to the city, as requested from the public and various governmental entities.

Notary Commissions and Authentication validates documents in the District of Columbia for foreign and domestic use and authenticates the signatures of all notaries public by affixing the District of Columbia seal. This program is also

Figure BA0-1

Office of the Secretary



responsible for commissioning notaries public for the District of Columbia.

Public Records and Archival Administration selects, preserves, and makes available the permanent records of the District government.

Documents and Administrative Issuances provides for the prompt preparation, editing, printing, and distribution of the District of Columbia Register and the District of Columbia Municipal Regulations. It also supervises, manages, and directs the preparation of all legal publications of the District.

International Affairs and Protocol advises and ensures the implementation of proper etiquette and procedures when the Mayor is the official host to foreign and other dignitaries.

Funding Summary

Local

The proposed local budget is \$2,424,520, an increase of \$571,280, or 30.8 percent, over the FY 2001 approved budget. Of this increase, \$188,778 is in personal services and \$382,502 is in nonpersonal services. There are 25 FTEs funded by local sources, the same level as FY 2001.

The change in personal services is to align the personal services budget with current authorized staffing levels. The change in nonpersonal services includes: an increase of \$197,000 in contractual services due to an increase in the cost of the city's archiving contract; an increase of \$143,445 in other services charges for contract printing; an increase of \$41,218 for supplies and equipment; a net increase of \$3,879 in utilities, rent, and telecommunications; and a decrease of \$3,040 in fixed costs for management reform savings. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Other

The proposed Other (O-type) funds budget is \$90,664, a decrease of \$2,444, or 2.6 percent, from the FY 2001 approved budget. The entire decrease is in personal services. There are 2 FTEs funded by other sources, the same level as FY 2001. The other funds budget supports the printing of the D.C. Register.

Trend Data

Table BA0-3 and figure BA0-2 show expenditure and employment histories for FY 1998–FY 2002.

Table BA0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of the Secretary

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	1,201	1,156	1,246	90
Regular Pay	3	80	77	-2
Additional Gross Pay	2	0	77	77
Fringe Benefits	197	187	209	22
<i>Subtotal Personal Services (PS)</i>	<i>1,403</i>	<i>1,423</i>	<i>1,609</i>	<i>186</i>
Supplies	0	25	58	32
Utilities	63	58	54	-4
Communications	45	40	40	0
Rentals - Land and Structures	8	20	25	5
Janitorial Services	0	0	47	47
Security Services	0	0	15	15
Other Services and Charges	140	360	441	81
Contractual Services	225	0	197	197
Equipment and Equipment Rental	0	20	29	9
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>481</i>	<i>524</i>	<i>906</i>	<i>383</i>
Total Proposed Operating Budget	1,883	1,946	2,515	569

Table BA0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of the Secretary

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full time	25	25	25	0
Term full time	0	2	2	0
Total FTEs	25	27	27	0

Table BA0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

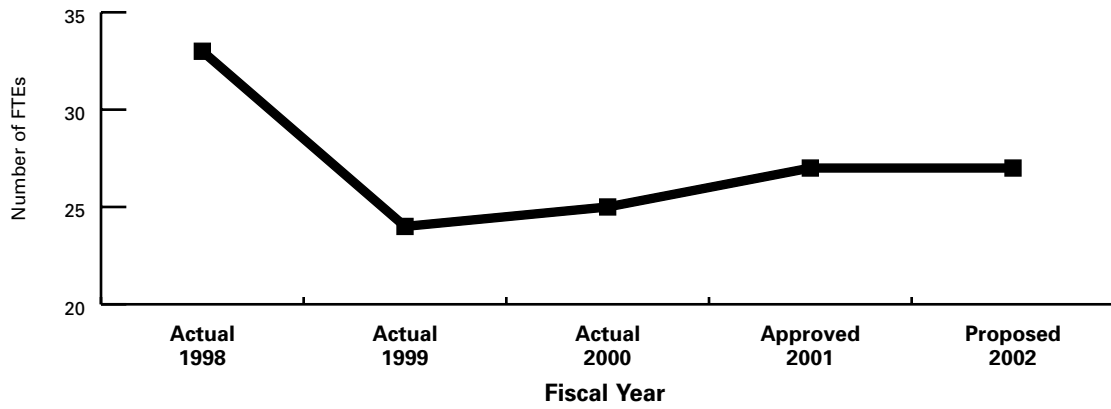
Office of the Secretary

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	1,906	2,490	1,706	1,853	2,425
Private	4	0	0	0	0
Other	70	70	177	93	91
Intra-District	0	0	0	0	0
Gross Funds	1,979	2,560	1,883	1,946	2,515

Figure BA0-2

OS Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)



City-wide Call Center

FY 2002 Proposed Operating Budget:	\$1,897,835
FY 2002 Proposed Capital Budget:	\$0

The City-wide Call Center serves as the District government's primary point of entry for citizens and customers attempting to access nonemergency services and information. The Call Center connects callers to agencies and individuals, and enters and tracks service requests.

The FY 2002 proposed operating budget is \$1,897,835, a decrease of \$60,950, or 3.1 percent, from the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the City-wide Call Center is \$1,897,835, a decrease of \$60,950, or 3.1 percent, from the FY 2001 approved budget (table CW0-1). There are 38 full-time equivalents (FTEs) supported by this budget, representing no change from FY 2001 (table CW0-2). This agency receives 100 percent of its funding from local sources.

Strategic Issue

In FY 2001 the City-wide Call Center is to become fully operational via the integration with agency management, operating procedures, and information technology infrastructures of the District's service providing agencies.

FY 2002 Initiatives

- Formalize customer service training programs.
- Implement problem resolution program to address system problems.
- Integrate agency information technology capacity with the Call Center's technology platform.

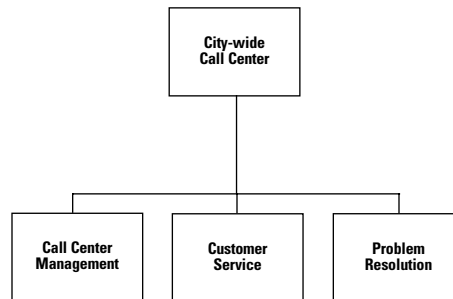
Agency Background

The City-wide Call Center was established as a mayoral initiative in April 1999. FY 2001 represented the first fiscal year the agency had a separate budget. During FY 2001, the agency was completely funded via intra-District funds from agencies that generate the most call volume. In the FY 2002 budget, the agency is fully funded with local funds to allow sufficient time for a historical usage pattern to develop. The historical usage pattern by agency will assist decision-makers in better determining how to fund the Call Center in future years.

Program

The City-wide Call Center is the primary point of entry for citizens and customers requesting non-emergency scheduled services, soliciting information, or registering a complaint or comment about a District agency. Calls are tracked, monitored, and reported to all necessary agencies. Information collected from incoming calls is utilized to determine where additional services are required, where specific service improvements are necessary, and how resources should be allocated to ensure quality ser-

Figure CW0-1
City-wide Call Center



vices delivery. The information monitored and reported by the Call Center (1) aids in the production of professional, timely responses to citizen requests, and (2) holds agencies accountable for efficient customer service delivery. The Call Center reports to the Office of the City Administrator. Figure CW0-1 is the organizational chart for the Call Center.

Funding Summary

The proposed FY 2002 operating budget for all funding sources for the City-wide Call Center is \$1,897,835, a decrease of \$60,950, or 3.1 percent, from the FY 2001 approved budget. The net decrease is primarily due to a reduction in equipment. The Call Center will receive 100 percent of its funding from local sources in FY 2002, whereas in FY 2001, the Call Center was completely funded through intra-District funds (table CW0-3). This change in funding source is due to insufficient historical data on agency utilization of the Call Center. It is anticipated that future funding for the Call Center will occur through intra-District funds once historical data on agency utilization is collected. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Trend Data

Table CW0-3 and figure CW0-2 show expenditure and employment histories for FY 1998–FY 2002.

Agency Goals and Performance Measures

Goal 1. Improve service delivery and overall responsiveness of the District government to constituent information and requests by providing one point of access for all non-emergency information and queries and identified service requests.

Citywide Strategic Priority Area: Making government work

Manager: Stephanie Dunbar, Director

Supervisor: Lisa Morgan, Director, Customer Service Operations, Office of the Deputy Mayor/City Administrator

Measure 1.1: Percent of calls handled within 30 seconds

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	92.0	93.0	95.0
Actual	NA	NA	92.8	-	-

Note: FY 2001 actual figures are from the first quarter of the fiscal year.

Measure 1.2: Percent of calls that are abandoned

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	10	7	5
Actual	NA	NA	12	-	-

Note: FY 2001 actual figures are from the first quarter of the fiscal year.

Table CW0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

City-wide Call Center

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	0	1,368	1,340	-28
Additional Gross Pay	0	0	32	32
Fringe Benefits	0	205	201	-4
<i>Subtotal Personal Services (PS)</i>	<i>0</i>	<i>1,573</i>	<i>1,573</i>	<i>0</i>
Supplies and Materials	0	29	21	-8
Other Services and Charges	0	60	104	44
Contractual Services	0	67	200	133
Equipment and Equipment Rental	0	230	0	-230
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>0</i>	<i>386</i>	<i>325</i>	<i>-61</i>
Total Proposed Operating Budget	0	1,959	1,898	(61)

Table CW0-2

FY 2002 Full-Time Equivalent Employment LevelsCity-wide Call Center

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full-time	0	38	38	0
Total FTEs	0	38	38	0

Table CW0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

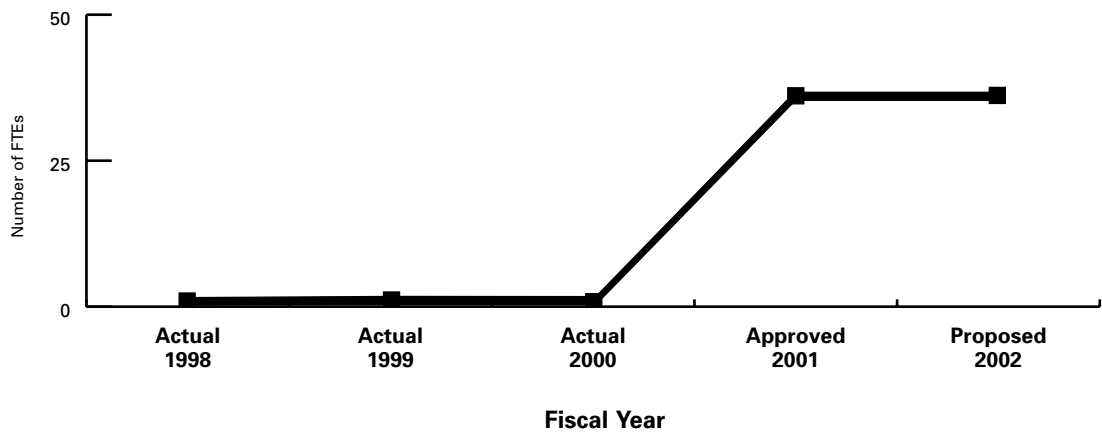
City-wide Call Center

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	0	0	0	0	1,898
Intra-District	0	0	0	1,959	0
Gross Funds	0	0	0	1,959	1,898

Figure CW0-2

Call Center Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)



Office of the City Administrator

FY 2002 Proposed Operating Budget:	\$27,974,816
FY 2002 Proposed Capital Budget	\$0

The Office of the Deputy Mayor/City Administrator (OCA) provides District agencies with direction and support to improve government operations and enhance service delivery.

The proposed FY 2002 operating budget is \$27,974,816, an increase of \$4,322,815, or 18.3 percent, over the FY 2001 approved budget.

Budget Summary

The proposed FY 2002 operating budget for all funding sources is \$27,974,816, an increase of \$4,322,815, or 18.3 percent over the FY 2001 approved budget (table AE0-1). The increase is due primarily to a \$1,589,521 increase in local funds and a \$2,733,294 increase in federal funds. There are 96 full-time equivalents (FTEs) supported by this budget, an increase of 19 FTEs over FY 2001 (table AE0-2).

Strategic Issues

- Fully develop the Mayor's performance management system.
- Integrate Neighborhood Services into the operating and management practices of affected agencies.
- Enhance customer service operations to identify and implement operational improvements within agencies.
- Improve labor-management relations.
- Manage risks across the District government.

FY 2002 Initiatives

- Develop a single set of performance measures for each agency that are reflected consistently

in the District agencies' strategic plans, performance agreements, and reports pursuant to the Government Managers Accountability Act (GMAA), and the FY 2002 and 2003 budget books.

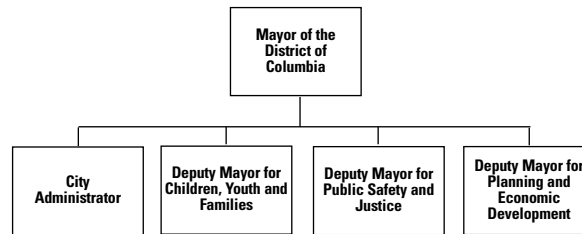
- Expand Neighborhood Services activities to all 39 communities in the District and coordinate with the Office of Customer Services.
- Initiate Activity Based Costing pilot projects within several operating agencies and, with the Office of the Chief Financial Officer, develop complete Performance-Based Budgeting information for at least seven major agencies in the FY 2003 budget book.
- Establish effective labor-management partnerships in all major District government agencies.
- Develop the first District-wide risk management plan supported by agency-specific plans.

Agency Background

In FY 2000, the Office of the City Administrator (OCA) was restructured to reflect a deputy mayor model of government:

Figure AE0-1

Office of the City Administrator



- City Administrator/Deputy Mayor for Operations
- Deputy Mayor for Children, Youth and Families
- Deputy Mayor for Public Safety and Justice
- Deputy Mayor for Planning and Economic Development.

The Deputy Mayors are involved with solving the day-to-day problems associated with their agencies as well as promulgating the Mayor's agenda and District-wide Strategic Plan (figure AE0-1).

Program Overview

The **Office of the City Administrator** includes: the Office of the Deputy Mayor/City Administrator, the Office of the Deputy Mayor for Children, Youth and Families, and the Office of the Deputy Mayor for Public Safety and Justice. All deputy mayors' budget authorizations, except those of the deputy mayor for Planning and Economic Development, are within the Office of the City Administrator. The deputy mayors are involved with assisting their associated agencies in the resolution of their day-to-day problems as well as helping to develop and oversee the execution of the Mayor's agenda and City-wide Strategic Plan.

The **Office of the Deputy Mayor/City Administrator** oversees and coordinates the deputy mayors and agency directors in managing agency operations and developing and executing plans for reform; coordinates the budget formulation and execution process with the Chief Financial Officer; oversees the process for updating and monitoring the city-wide strategic plan, agency strategic plans, scorecard goals, customer service standards, agency director performance contracts and neighborhood services. Six major District-wide programs are exe-

cuted through the Deputy Mayor/City Administrator: Customer Service, Neighborhood Services, Operational Improvements, Risk Management, Labor Relations and Collective Bargaining, and Labor-Management Partnerships.

The **Office of Customer Service** provides management oversight to operational/customer service programs that cut across all District of Columbia agencies. These programs include the City-wide Call Center, Mayor's Correspondence Unit, and the Mayor's "Tester Program". These programs oversee the development, coordination, and improvement of frontline District services. These programs are responsible for maintaining a District-wide customer service infrastructure; providing residents accessibility to District government agencies; ensuring timely responses to constituent calls, written correspondence, and requests for services; and enforcement of customer service standards (i.e., frontline service delivery, phone etiquette, and employee appearance). To assist in these functions, a District-wide customer service council has been organized, with the customer service director of cabinet agencies serving as members under the leadership of the District's Director of Customer Service.

Neighborhood Services coordinates the Neighborhood Action Plan whereby Neighborhood Service Coordinators are assigned to each ward within the District. These Neighborhood Service Coordinators are responsible for coordinating the resolution of problems involving streets, public safety, and health. The agencies involved in the initiative include the Department of Public Works, Department of Consumer and Regulatory Affairs, Metropolitan Police Department, Fire and Emergency Medical Services, Department of Parks and Recreation,

Table AE0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of the City Administrator

	Actual FY 2000	Approved FY 2001	Proposed 2002	Change from FY 2001
Regular Pay - Cont. Full Time	2,249	3,377	4,447	1,070
Regular Pay - Other	1,047	1,055	721	-334
Additional Gross Pay	47	0	0	0
Fringe Benefits	460	666	723	57
<i>Subtotal Personal Services (PS)</i>	<i>3,803</i>	<i>5,098</i>	<i>5,891</i>	<i>794</i>
Supplies and Materials	84	77	21	-56
Utilities	47	31	29	-2
Communications	62	39	18	-20
Rentals - Land and Structures	80	105	57	-48
Janitorial Services	0	0	18	18
Security Services	0	0	21	21
Other Services and Charges	97	250	1,352	1,102
Contractual Services	522	689	103	-586
Subsidies and Transfers	10,296	17,298	20,443	3,145
Equipment and Equipment Rental	165	66	21	-45
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>11,352</i>	<i>18,554</i>	<i>22,083</i>	<i>3,529</i>
Total Proposed Operating Budget	15,155	23,652	27,975	4,323

Table AE0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of the City Administrator

	Actual FY 2000	Approved FY 2001	Proposed 2002	Change from FY 2001
Continuing full time	38.0	58.0	76.0	18.0
Term full time	0.5	19.0	20.0	1.0
Total FTEs	38.5	77.0	96.0	19.0

Office of Planning, Office of the Corporation Counsel, Department of Housing and Community Development, and the Department of Health.

The **Operational Improvements Division (OID)** is responsible for assisting District agencies to deliver higher quality services at a lower cost, using conventional management consulting techniques, business process reengineering, and a toolkit for restructuring agencies. The OID also assists the City Administrator with execution of special projects.

The newly established **Office of Risk Management (ORM)** is responsible for clarifying understanding of the exposures to risk that represent the possibility of unanticipated loss of resources, faced by the District government, and minimizing the probability, occurrence, and impact of those unanticipated losses. This preservation of physical, human, and financial resources is accomplished through an integrated matrix of agency-specific and crosscutting strategies to manage risk. A primary focus of the ORM is the prevention of injuries and illnesses to District employees by guiding the maintenance of a safe and secure work environment through development of effective risk control policies for agency implementation and regular compliance monitoring and assistance. Another major focus of the ORM is to manage the processing of claims against the District government to minimize the financial impact of claims paid and accumulate useful information about these disability compensation, general liability, automobile liability and property losses that can be used to improve future operations. The Director of the ORM also chairs a District-wide Risk Management Council comprised of risk management representatives from each of the District's agencies. The primary purposes of this council are to facilitate topical interaction for development and effective implementation of a comprehensive, integrated risk management program for the District, and to cultivate awareness, understanding and support for risk and safety management initiatives in the District government.

The **Office of Labor Relations and Collective Bargaining (OLRCB)** is responsible for administering the program of collective bargaining and labor relations for the agencies which are under the direct personnel authority of the Mayor pursuant to §1-618 of the D.C. Code. These responsibilities include leading the negotia-

tion efforts between the District and exclusive representatives of collective bargaining units which represent approximately 75 percent of the District's workforce, not including supervisors and managers. The OLRCB is also responsible for representing the personnel authorities under the Mayor in arbitrations and administrative hearings before the Public Employee Relations Board (PERB) including representation matters, unfair labor practice cases, negotiability determinations, and appeals of arbitrators' awards.

The **Office of Labor-Management Partnerships (OLMP)** is responsible for administering a comprehensive District-wide labor-management cooperation program for all agencies under the administrative authority of the Mayor. OLMP seeks to institutionalize labor-management cooperation as the preferred method of doing business in support of the District's mission. It coordinates the work of the D.C. Labor Management Partnership Council (DCLMPC), which is chaired by the Mayor and the President of the Metropolitan Washington Council of the American Federation of Labor-Congress of Industrial Organizations (AFL-CIO). Composed of agency directors, union leaders, and community-based organizations, the DCLMPC is a forum for communication to encourage dialogue among managers, employees and their representatives, and to promote labor-management partnerships.

The **Office of the Deputy Mayor for Children, Youth and Families** addresses the educational, health, and economic needs of the District's families, children, youth and individuals. Special attention is paid to the District's elderly and disabled residents. The Deputy Mayor for Children, Youth and Families is responsible for coordination and oversight of the following agencies: Department of Health, Department of Human Services, Department of Parks and Recreation, Office on Aging, and the Office of Human Rights. Additionally coordination efforts exist for the following independent agencies: D.C. General Hospital, D.C. Public Libraries, D.C. Public Schools, D.C. Public Charter Schools, and the University of the District of Columbia. The office maintains a special liaison with the Commission on Mental Health Services and the Child and Family Services Agency, both of which

Table AE0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

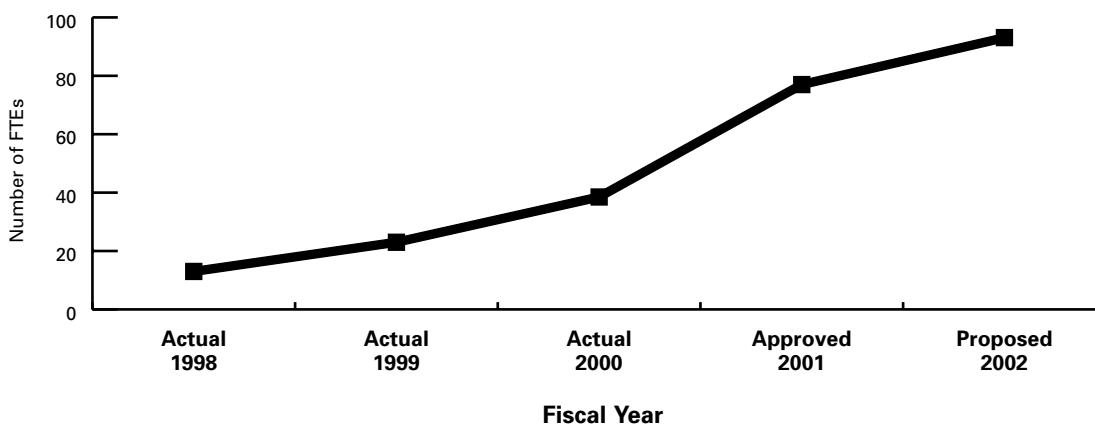
Office of the City Administrator

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	1,011	1,569	2,682	5,000	6,590
Federal	0	389	11,856	18,386	21,119
Other	0	3,530	0	0	0
Intra-District	178	141	617	266	266
Gross Funds	1,189	5,629	15,155	23,652	27,975

Figure AE0-2

Office of the City Administrator Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)



are currently in receivership but are in the process of returning to District control.

The **Office of the Deputy Mayor for Planning and Economic Development** (whose budget is independent of the Office of the City Administrator) is responsible for planning, housing, employment services, business development and regulation within the District. This office coordinates the promotion of neighborhood revitalization and economic growth through various partnerships and initiatives designed to attract and retain businesses within the District. The Deputy Mayor for Planning and Economic Development is responsible for coordination and oversight of the following agencies: Department of Consumer and Regulatory Affairs, Department of Employment Services, Department of Insurance and Securities Regulation, Department of Housing and

Community Development, Office of Banking and Financial Institutions, Office of Local Business Development, and Office of Planning.

The **Office of the Deputy Mayor for Public Safety and Justice** supports the District's public safety operations with the goal of effecting neighborhood development and sustaining healthy neighborhoods. The Deputy Mayor for Public Safety and Justice is responsible for coordination and oversight of the following agencies: Department of Corrections, Emergency Management Agency, Fire and Emergency Medical Services, Metropolitan Police Department, Office of the Chief Medical Examiner, and Justice Grants Administration.

This office also coordinates closely with the federal public safety agencies that either provide services within the District or that have legal juris-

diction over District residents, including Court Services and Offender Supervision Agency, the Federal Bureau of Prisons, and the United States Attorney's Office, among others.

The Justice Grants Administration receives and administers all federal justice grants allocated to the District. Under the guidance of the Deputy Mayor for Public Safety and Justice, Justice Grants Administration develops a plan to allocate financial resources to promote public safety consistent with the Mayor's City-wide Strategic Plan.

Funding Summary

Local

The proposed local budget is \$6,589,505, an increase of \$1,589,521 over the FY 2001 approved budget. Of this net increase, \$1,177,445 is an increase in personal services and \$412,076 is an increase in nonpersonal services. There are 76 FTEs supported by local sources, an increase of 18 FTEs over FY 2001. Refer to the FY 2002 Operating Appendices (bound separately) for details. The significant changes are:

- \$365,445 increase in personal services to reflect full implementation of the deputy mayor form of executive leadership. This increase supports 6 additional FTEs: 2 FTEs in the Office of the Deputy Mayor/City Administrator, 1 FTE in Customer Service and 3 FTEs in Labor-Management Partnerships.
- \$358,000 increase in personal services to continue the Neighborhood Services program following the expiration of a federal grant. This increase supports 6 additional FTEs.
- \$169,000 increase in personal services to fund the city's support for the Criminal Justice Coordinating Council (CJCC). This increase supports 2 additional FTEs. CJCC was originally created in 1998 by an interagency agreement to consolidate and coordinate various criminal justice functions throughout the District.
- \$157,000 increase in personal services to support 2 additional FTEs for Labor Relations.
- \$128,000 increase in personal services to support 2 additional FTEs within the Office of the Deputy Mayor for Children, Youth and Families. These funds were previously located within the budget for Department of Human Services (DHS).

- \$586,049 decrease in contractual services based on decreased reliance on contracted professional services with the full staffing of the agency and the maturing component units (Risk Management, Customer Service, etc.)
- \$1,145,386 increase in other services which includes a \$480,000 increase in nonpersonal services to support the expansion of services provided and a \$700,000 increase in nonpersonal services to fund the Neighborhood Services Initiative.
- \$50,109 decrease in fixed costs which includes a \$37,015 reduction for management reform savings.
- \$97,152 decrease in supplies and equipment.

Federal

The proposed federal budget is \$21,119,382, an increase of \$2,733,294. Of this net increase, \$383,932 is a decrease in personal services and \$3,117,226 is an increase in nonpersonal services. There are 16 FTEs supported by federal sources, an increase of 1 FTE over FY 2001. The Justice Department provides several justice related grants to support District agencies in providing justice related services. The Office of the City Administrator is tasked with the administration of the justice grants. These grants help various city agencies in implementing and sustaining those programs, which support justice-related programs citywide. The grants support both city agencies and those organizations that partner with the city on justice-related initiatives.

Intra-District

The proposed intra-District budget is \$265,929, no change from FY 2001. There are 4 FTEs supported by the intra-District sources, no change from FY 2001.

Trend Data

Table AE0-3 and figure AE0-2 show expenditure and employment histories for FY 1998–Proposed FY 2002.

Agency Goals and Performance Measures

The joint mission of the Executive Office of the Mayor (EOM) and OCA is to develop and implement the City-wide Strategic Plan. "Turning

Ideas into Action: The District of Columbia Strategic Plan for 2000-2001" presents the long-term goals and initiatives developed by the Mayor's cabinet in response to the citizen input gathered at the Citizen Summit, Citizen Forum and initial Neighborhood Forums. The primary measure of the District's single-year performance in achieving the strategic plan's goals are the District of Columbia Scorecard Goals that address each of the strategic plan's five priority areas:

1. Strengthening children, youth, families, and individuals
2. Building and sustaining healthy neighborhoods
3. Promoting economic development
4. Making government work
5. Enhancing unity of purpose.

The OCA is responsible for implementing Priority Areas 1, 2, and 4. The Office of the Deputy Mayor for Planning and Economic Development is responsible for implementing Priority Area 3. The Executive Office of the Mayor is responsible for implementing Priority Area 5.

Priority Area 1: Strengthen children, youth, families, and individuals.

Manager: Carolyn Graham, Deputy Mayor for Children, Youth, and Families

Supervisor: Anthony A. Williams, Mayor

Performance Measure 1.1: Percent increase in the number of new children enrolled in the Children's Health Insurance Program (CHIP)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	NA	20	TBD
Actual	NA	NA	-	-	-

Performance Measure 1.2: Increase the number of women entering prenatal care in the first trimester in Wards 5, 6, 7 and 8

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	115	118	130	134	TBD
Actual	115	152	65	-	-

Performance Measure 1.3: Create new drug treatment slots

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	1,000	1,000	1,000	TBD
Actual	NA	1,237			

Performance Measure 1.4: Percentage of childcare facilities receiving national accreditation

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	20	45	75	85
Actual	NA	30	-	-	-

Performance Measure 1.5: Complete Department of Parks and Recreation capital projects

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	2	3	2	3
Actual	NA	2	-	-	-

Performance Measure 1.6: Number of TANF and low-income working parents receiving childcare

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	8,914	9,805	10,786
Actual	NA	7,653	-	-	-

Performance Measure 1.7: Number of teens served in early intervention/prevention programs

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	1,150	1,150	1,300	1,300	1,300
Actual	1,000	1,350	-	-	-

Performance Measure 1.8: Number of enrollments in the Healthy Families program

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	8,600	9,651	11,099	12,764
Actual	4,631	9,561	-	-	-

Performance Measure 1.9: Increase the number and type of senior wellness centers

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	2	2	3	3	5
Actual	2	2	-	-	-

Priority Area 2: Build and sustain healthy neighborhoods.

Manager: Margret Nedelkoff Kellems, Deputy

Mayor for Public Safety and Justice

Supervisor: Anthony A. Williams, Mayor

Performance Measure 2.1: Reduce Part I Violent Crimes over the prior year

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	-3.0	-5.0	-2.0	-2.0	-2.0
Actual	-11.3	-2.6	-	-	-

Performance Measure 2.2: Reduce Part I Property Crimes over the prior year

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	-3.0	-5.0	-2.0	-2.0	-2.0
Actual	-12.5	-6.3	-	-	-

Performance Measure 2.3: Percent change in youth victimization rate as a ratio of the population for Part I Violent Crime

	Calendar Year				
	1999	2000	2001	2002	2003
Target	NA	NA	-2.0	-2.0	-2.0
Actual	NA	NA	-	-	-

Performance Measure 2.4: Percentage of critical medical calls for advanced life support (ALS) service responded to in 8 minutes (call to scene for paramedic engine companies and ALS first responder)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	90	75	80	90
Actual	<40	54	-	-	-

Note: FY 1999 actual figure is estimated.

Performance Measure 2.5: Number of paramedic engine companies placed in service

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	8	2	4	8
Actual	NA	6	-	-	-

Priority Area 4. Make government work.

Manager: John A. Koskinen, Deputy Mayor/City Administrator

Supervisor: Anthony A. Williams, Mayor

Performance Measure 4.1: Number of Department of Motor Vehicles (DMV) satellite service centers opened in the District's neighborhoods

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	2	1	1	1
Actual	NA	1	-	-	-

Performance Measure 4.2: Percentage of license and registration transactions at the DMV with wait times of 30 minutes or less

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	80	80	80	80
Actual	<45	51	-	-	-

Note: FY 1999 actual figure is estimated. FY2000 performance data has been recalculated to reflect cumulative fiscal year data rather than the single month of September previously published in the budget transmitted to the Council in March 2001. this change will allow full-year comparisons in the future.

Performance Measure 4.3: Number of streets and alleys in the District's neighborhoods and commercial areas resurfaced

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	200	200	200	200
Actual	NA	682	-	-	-

Performance Measure 4.4: Number of information and service delivery features added to the D.C. Web site to enhance the District's e-government initiative

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	5	20	20	20
Actual	NA	8	-	-	-

Performance Measure 4.5: Percentage of call center and service-line operators at agencies reporting to the Mayor providing telephone service rated good or excellent on courtesy

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	80	60	75	80
Actual	NA	24	-	-	-

Performance Measure 4.6: Percentage of operators rated good or excellent on knowledge

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	80	95	97	98
Actual	NA	95	-	-	-

Performance Measure 4.7: Percentage of operators rated good or excellent on etiquette

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	80	50	70	80
Actual	NA	17	-	-	-

Performance Measure 4.8: Percentage of operators rated good or excellent on overall impression

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	80	40	60	80
Actual	NA	7	-	-	-

Performance Measure 4.9: Percentage of the District's gateways, commercial, and residential areas (surveyed by Clean City Teams) that will be rated clean or moderately clean

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	80	80	82	84
Actual	NA	66	-	-	-

D.C. Office of Personnel

FY 2002 Proposed Operating Budget:	\$17,137,761
FY 2002 Proposed Capital Budget:	\$4,800,000
FY 2002–FY 2007 Capital Improvements Plan:	\$14,800,000

The D.C. Office of Personnel provides comprehensive human resource management services that strengthen individual and organizational performance and enables the government to attract, develop and retain a highly qualified, diverse workforce.

The FY 2002 proposed operating budget totals \$17,137,761, an increase of \$4,606,742, or 36.8 percent, over FY 2001.

Budget Summary

The FY 2002 proposed operating budget for all funding sources totals \$17,137,761, an increase of \$4,606,742, or 36.8 percent, over FY 2001 (table BE0-1). This increase is primarily attributable to the transfer of the administration of the Disability Compensation program from the Department of Employment Services (DOES) to the Office of Personnel. This increase is partially offset by a \$50,609 decrease in fixed costs for management reform savings. There are 173.25 full-time equivalents (FTEs) supported by this budget, an increase of 2.25 FTEs over FY 2001 (table BE0-2).

The FY 2002 proposed capital budget totals \$4,800,000 for FY 2002 and \$14,800,000 for FY 2002–FY 2007 for one ongoing project.

The FY 2002 proposed capital budget totals \$4,800,000.

performance management processes to attract, support, and retain a well-qualified, diverse workforce.

- Provide timely and high quality job design, recruitment, applicant screening, and transaction processing services so that District agencies always have the staff necessary to provide excellent public service.
- Enhance the Office of Personnel's service delivery through the implementation of state-of-the-art technological solutions and the continuous improvement of business processes and tracking.
- Improve the performance of the employees of the District government by creating learning and development programs that enhance productivity and improve service delivery to our citizens.

Strategic Issues

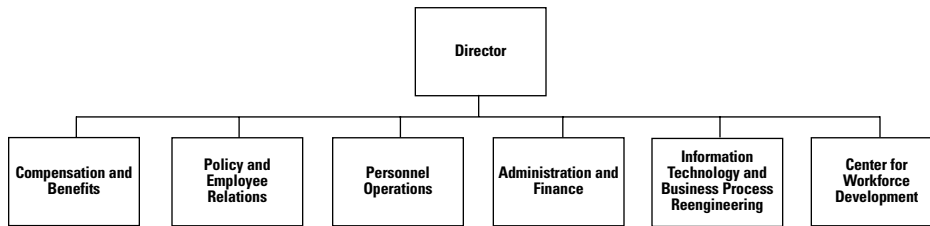
- Provide District government employees with high quality and competitive compensation and benefits programs that enable the District government to attract, support, and retain a well-qualified, diverse workforce.
- Improve the District's personnel policies and

FY 2002 Initiatives

- Continue to improve benefits programs.
- Strengthen performance management programs for managers, supervisors and excepted service staff.

Figure BE0-1

D.C. Office of Personnel



- Redesign and automate the human resource processes through the capital project.
- Improve accuracy and quality of workforce data maintained in the District government's payroll systems.
- Modernize hiring and placement processes, which include workforce planning, recruitment planning, and selection/assessment processes.
- Integrate the administration of the disability compensation program within the Office of Personnel.
- Streamline the District government's pay structures.

Agency Background

The D.C. Office of Personnel (DCOP) was established by D.C. Code 1-604.2 and Mayor's Order 79-84, "Establishment of an Office of Personnel and to Provide for the Transfer of Personnel Program Functions and Resources in Accordance with D.C. Law 2-139 (District of Columbia Government Comprehensive Merit Personnel Act of 1978)" (the CMPA). Through the personnel authority delegated by the Mayor pursuant to the provisions of the CMPA, the DCOP develops legislation, rules and regulations governing the personnel management functions for the Career, Excepted, Executive, Legal and Management Supervisory Services in the agencies under the personnel authority of the Mayor. The DCOP advises and assists the Mayor, the City Administrator and agency directors on all matters relating to the effective use of employees and personnel management programs.

Programs

The major programs within the D.C. Office of Personnel are Compensation and Benefits, Policy and Employee Relations, Personnel Operations, Information Technology and Business Process Reengineering, Administration and Finance, the Office of the Director, and the Center for Workforce Development (figure BE0-1).

Compensation and Benefits provides District government employees with high quality and competitive compensation and benefits programs including health insurance, life insurance, employee leave and the Employee Assistance Program. Of the major programs administered by Compensation and Benefits, health insurance provides coverage for 25,744 employees (12,387 District employees and 13,357 federal employees) plus 38,543 family members (18,508 District and 20,035 federal).

Policy and Employee Relations continuously improves the District government's personnel policies and performance management processes to attract, support, and retain a well-qualified, diverse workforce.

Personnel Operations provides timely and high quality job design, recruitment, applicant screening, and transaction processing services so that District agencies always have the staff necessary to provide excellent public service.

Information Technology and Business Process Reengineering enhances DCOP's service delivery through the implementation of state-of-the-art technological solutions and the continuous improvement of business processes and tracking.

Administration and Finance provides support and advisory services that enhance productivity.

Table BE0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

D.C. Office of Personnel

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	7,033	7,658	7,656	-2
Regular Pay - Other	227	23	16	-8
Additional Gross Pay	173	0	0	0
Fringe Benefits	995	1,132	1,139	8
<i>Subtotal Personal Services (PS)</i>	<i>8,428</i>	<i>8,813</i>	<i>8,811</i>	<i>(2)</i>
Supplies and Materials	73	58	96	38
Utilities	177	160	218	58
Communications	187	113	81	-32
Rentals - Land and Structures	332	422	152	-270
Janitorial Services	0	0	93	93
Security Services	0	0	142	142
Other Services and Charges	544	755	1,066	311
Contractual Services	1,826	2,014	6,316	4,302
Equipment and Equipment Rental	131	196	163	-33
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>3,270</i>	<i>3,718</i>	<i>8,327</i>	<i>4,608</i>
Total Proposed Operating Budget	11,698	12,531	17,138	4,607

Table BE0-2

FY 2002 Full-Time Employment LevelsD.C. Office of Personnel

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full time	124.00	171.00	173.25	2.25
Term full time	16.25	0.00	0.00	0.00
Total FTEs	140.25	171.00	173.25	2.25

and reduce operating costs for DCOP area offices, programs, and employees.

The **Office of the Director** provides executive management, policy, direction, strategic, and financial planning, and public relations and resource management. The Office also controls and disseminates work assignments and coordinates agency operations.

The **Center for Workforce Development** includes the Human Resource Development fund that is administered by DCOP. The Center offers training and development programs for all employees in the District government's workforce. The program is responsible for improving performance of District government employees by creating learning and development programs that

Table BE0-3

Capital Improvement Plan FY 2000-FY 2007

(dollars in thousands)

Office of Personnel

Cost Elements				EXPENDITURE SCHEDULE						6 Years Budget	Total Budget
	Through FY 2000	Budgeted FY 2001	Total	Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007		
a. Design	0	500	500	500	0	0	0	0	0	500	1,000
b. Site	0	0	0	0	0	0	0	0	0	0	0
c. Project Mngmnt	0	900	900	900	0	0	0	0	0	900	1,800
d. Construction	0	1,600	1,600	1,600	5,000	5,000	0	0	0	11,600	13,200
e. Equipment	0	1,000	1,000	1,800	0	0	0	0	0	1,800	2,800
Total	0	4,000	4,000	4,800	5,000	5,000	0	0	0	14,800	18,800

				FUNDING SCHEDULE							
a. Long Term Financing	0	0	0	0	0	0	0	0	0	0	0
b.Tobacco Securitization	0	0	0	0	0	0	0	0	0	0	0
c. Grants	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	0	4,000	4,000	4,800	5,000	5,000	0	0	0	14,800	18,800
h. Other	0	0	0	0	0	0	0	0	0	0	0
Total	0	4,000	4,000	4,800	5,000	5,000	0	0	0	14,800	18,800

enhance productivity and improve delivery of services to our citizens.

Agency Funding Summary Local

The proposed local budget is \$14,602,279, a net increase of \$4,604,005 over the FY 2001 budget. A decrease of \$37,654 is in personal services, and an increase of \$4,641,659 is in nonpersonal services. There are 124.5 FTEs supported by local sources, a decrease of 1.5 FTEs from FY 2001. In FY 2002, 13 additional FTEs are added for the administration of the Disability Compensation program. Refer to the FY 2002 Operating Appendices (bound separately) for details.

The change in personal services is comprised of:

- \$563,645 decrease for the reduction of 14.5 FTEs due to the citywide cost savings initiative implemented in FY 2001.

- \$525,991 increase for the transfer of the Disability Compensation Program Administrator from DOES.

The change in nonpersonal services is comprised of:

- \$4,630,611 increase in contractual services, other services and charges, and supplies for the transfer of the administration of the Disability Compensation program from DOES. Of this increase, \$3,587,939 is transferred from DOES and \$1,042,672 is associated with anticipated third party administrator contractual services.
- \$260,906 net increase in fixed costs for utilities, telecommunications, janitorial and custodial services including a \$50,609 reduction for management reform savings
- \$270,053 decrease for rent
- \$20,195 increase in equipment.

Other

The proposed other revenue budget is \$1,305,648, an increase of \$18,570 over the FY 2001 budget. There was a \$51,920 increase in personal services, and a \$33,350 decrease in nonpersonal services. There are 20 FTEs supported by other sources, a decrease of 1 FTE from FY 2001. Other funds will include the reimbursement from U.S. Park Police and U.S. Secret Service for disability, retirement, caseload services; reimbursement from agencies with employees hired after 1987 for Health Benefits Assessment Service; and the Defined Benefits Retirement Program.

Intra-District

The proposed intra-District budget is \$1,229,834, a decrease of \$15,833 from the FY 2001 budget. The entire decrease is in personal services. There are 28.75 full time equivalents supported by intra-District sources, an increase of 4.75 FTEs over FY 2001. Funding will support 23 Personnel Management Specialists who will handle personnel actions for recruitment, classification and staffing, and 5 Project Managers to oversee the agency's capital project.

Capital Improvements

The Office of Personnel's capital program will continue to support the reengineering, modernization and automation of Human Resource Management business processes. The FY 2002 proposed capital funding for the DCOP totals \$4,800,000 for FY 2002 and \$14,800,000 for FY 2002–FY 2007 (table BE0-3). The agency will receive funding to continue the implementation of the Human Resources Information System (HRIS). The principal objective of the system is to re-engineer and mechanize the human resource processes. This will include hiring and placement, employee policy, performance and compensation management, benefits administration, disability management, training and development, employee records management, and administration support. The manual paper-based environment will be transformed to an automated user friendly streamlined process. This new system will also interface with the District government's payroll systems. Refer to the FY 2002 Capital Appendices (bound separately) for details.

Trend Data

Table BE0-4 and figure BE0-2 show expenditure and employment histories for FY 1998–Proposed FY 2002.

Agency Goals and Performance Measures

Goal 1. Meet the hiring needs of the District agencies under the personnel authority of the Mayor.

Citywide Strategic Priority Area: Making government work

Managers: Plumb Fulton, Assistant Personnel Director; Emma Mapp, Assistant Personnel Director

Supervisor: Milou Carolan, Director

Performance Measure 1.1: Percentage of agencies under the authority of the Mayor with workforce plans in place

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	100	100	100	100
Actual	NA	NA	-	-	-

Note: By 12/31 in 2001 and by 10/01 in 2002 and 2003.

Performance Measure 1.2: Percentage of workforce request commitments met on-time

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	70	85	90	90
Actual	NA	NA	-	-	-

Note: Performance measure initiated in mid-2000, with 82 percent on-time by 12/31.

Performance Measure 1.3: Percentage of high turnover/high demand, continuously announced job titles with viable candidates

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	75	95	95	100
Actual	NA	64	-	-	-

Figure BE0-2

D.C. Office of Personnel Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)

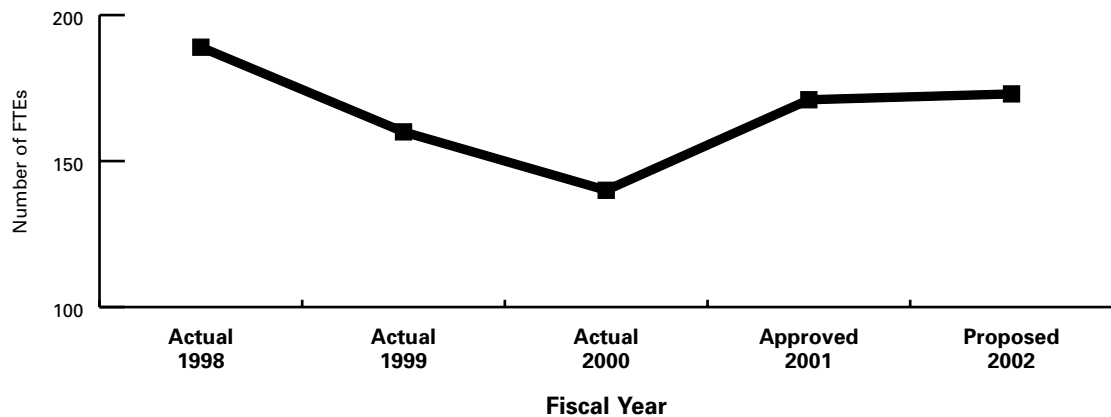


Table BE0-4

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

D.C. Office of Personnel

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	8,209	7,420	9,174	9,998	14,602
Private	1	0	0	0	0
Other	751	1,119	1,893	1,287	1,306
Intra-District	821	916	631	1,246	1,230
Gross Funds	9,782	9,454	11,698	12,531	17,138

Goal 2: Implement the Performance Management Program to improve the District government's ability to measure performance and recognize employee performance or non-performance.

Citywide Strategic Priority Area: Making government work

Managers: Heather Mayes, Performance Manager

Supervisor: Milou Carolan, Director

Performance Measure 2.1: Percentage of all managers, supervisors and excepted service staff under the authority of the Mayor with performance plans and development plans in place

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	80	85	90
Actual	NA	NA	-	-	-

Performance Measure 2.2: Percentage of all managers, supervisors and excepted service staff under the authority of the Mayor with year-end performance evaluations based on established performance plans

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	75	80	85
Actual	NA	NA	-	-	-

Human Resources Development Fund

FY 2002 Proposed Operating Budget:

\$3,766,090

FY 2002 Proposed Capital Budget:

\$0

The mission of the Human Resources Development Fund is to improve the performance of the employees of the District of Columbia by creating learning and development programs that enhance productivity and improve the quality and delivery of services for our citizens.

The FY 2002 proposed operating budget for all funding sources totals \$3,766,090, an increase of \$1,022,067, or 37.2 percent, over the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget from all funding sources for the Human Resources Development Fund (HRDF) totals \$3,766,090, an increase of \$1,022,067, or 37.2 percent, over FY 2001 (table HD0-1). This increase is primarily attributable to the reinstatement of funding for 9 full-time equivalents (FTEs) and corresponding nonpersonal services that were eliminated in the FY 2001 approved budget. Human Resources Development receives 100 percent of its funding from local sources. There are 10 FTEs supported by this budget, an increase of 9 FTEs over FY 2001 (table HD0-2).

- Measure the impact of learning initiatives on agency performance goals.
- Market programs and services to reach a larger number of government employees.

Initiatives for FY 2002

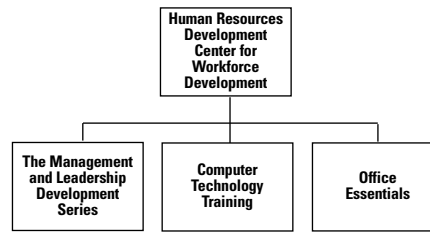
- Develop a Web-based registration system.
- Increase technology-delivered training by 25 percent.
- Link course registration database to a District government employee database.
- Develop and deliver a variety of competency-based learning programs.
- Evaluate the quality and results of training courses and programs.
- Develop partnerships for training delivery with high quality consulting and learning organizations.
- Continue organizational restructuring to improve organizational performance.

Strategic Issues

- Identify training and development needs of District employees and link them to agency/city goals.
- Develop programs and courses with a focus on performance improvement and workplace learning.
- Integrate a wider variety of technology-delivered training.

Figure HD0-1

Human Resources Development Fund



Agency Background

The Human Resources Development Fund was created in April 1997 by Mayoral Order 97-75, which established the Center for Workforce Development (CWD) to provide programs and resources to increase the knowledge, skills and competencies of District government employees. Funding for agency-specific training remained within each agency.

Programs

CWD training programs and activities (figure HD0-1) cover all levels of the workforce, including senior executives, middle managers, supervisors, and front-line employees, and uses the latest web-based and distance learning technologies to communicate educational information to employees via satellite and video teleconferencing. CWD offers training to employees through the following three programs:

- **Management and Leadership Development** consists of three separate leadership tracks: 1) The Leadership Integration and Empowerment Program (LIEP) for aspiring managers, which provides first-level supervisors with the fundamental skills and knowledge in management and leadership; 2) Management Supervisory Services (MSS) training provides MSS employees with higher level training to enhance their leadership effectiveness; and 3) the Certified Public Management Program (CPM) is a one-year executive development program for senior managers.
- **Computer Technology** consists of two components: personal computer applications, which provides employees with basic skills to

operate a personal computer; and computer systems and network training, which assists information technology administrators in updating and acquiring new computer skills.

- **Office Essentials** provides skills training in the areas of basic skills, customer service, oral and written communication, math, and analytical skills.

Funding Summary

The proposed local budget totals \$3,766,090, an increase of \$1,022,067, or 37.2 percent, over FY 2001. This increase is primarily attributable to the reinstatement of funding for 9 FTEs and corresponding nonpersonal services that were eliminated in the FY 2001 budget. There are 10 FTEs supported by this budget, an increase of 9 FTEs over FY 2001. The change in personal services comprises a \$536,617 increase to fully fund 10 FTEs. Refer to the FY 2002 Operating Appendices (bound separately) for details.

The change in nonpersonal services comprises:

- \$479,059 increase in supplies, equipment, other services, and contractual services to reinstate reductions made in the FY 2001 budget;
- \$21,489 increase for telecommunications, rentals, janitorial, and security services; and
- \$15,098 decrease for utilities.

Trend Data

Table HD0-3 and figure HD0-2 show expenditure and employment histories for FY 1998–FY 2002.

Table HD0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Human Resources Development Fund

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	472	85	553	468
Additional Gross Pay	7	0	0	0
Fringe Benefits	68	15	83	68
<i>Subtotal Personal Services (PS)</i>	<i>548</i>	<i>100</i>	<i>637</i>	<i>537</i>
Supplies and Materials	24	28	53	25
Utilities	4	20	5	-15
Communications	-1	50	63	13
Rentals - Land and Structures	3	3	3	0
Janitorial Services	0	0	3	3
Security Services	0	0	5	5
Other Services and Charges	2,520	2,110	2,423	313
Contractual Services	387	233	338	105
Equipment and Equipment Rental	196	200	237	37
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>3,133</i>	<i>2,644</i>	<i>3,129</i>	<i>485</i>
Total Proposed Operating Budget	3,681	2,744	3,766	1,022

Table HD0-2

FY 2002 Full-Time Equivalent Employment LevelsHuman Resources Development Fund

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full-time	5	1	10	9
Term full time	4	0	0	0
Total FTEs	9	1	10	9

Table HD0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

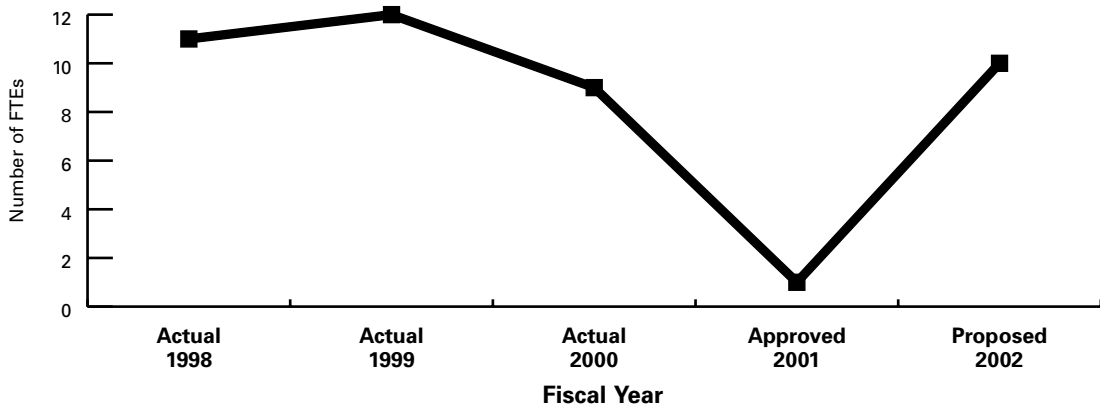
Human Resources Development Fund

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	3,457	5,951	3,681	2,744	3,766
Gross Funds	3,457	5,951	3,681	2,744	3,766

Figure HD0-2

HRDF Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)



Performance Measures

Goal 1: Provide a wide range of training opportunities to District government employees including, but not limited to computer training, basic work skills training, and management development training programs.

Citywide Strategic Priority Area: Making government work

Manager: Jo Ellen Gray, Associate Personnel

Director for Training and Development

Supervisor: Milou Carolan, Personnel Director

Measure 1.1: Total number of District employees receiving any type of training through the Center for Workforce Development

		Fiscal Year			
	1999	2000	2001	2002	2003
Target	NA	6,780	7,845	7,845	7,845
Actual	NA	7,849	-	-	-

Measure 1.2: Number of District employees receiving computer system and network certification training

		Fiscal Year			
	1999	2000	2001	2002	2003
Target	NA	694	500	500	500
Actual	NA	453	-	-	-

Measure 1.3: Number of District employees receiving managerial/supervisory training

		Fiscal Year			
	1999	2000	2001	2002	2003
Target	NA	3,160	4,500	4,500	4,500
Actual	NA	4,293	-	-	-

Measure 1.4: Number of District employees receiving essential skills training

		Fiscal Year			
	1999	2000	2001	2002	2003
Target	NA	2,862	2,755	2,755	2,755
Actual	NA	3,042	-	-	-

Measure 1.5: Number of District employees completing the Certified Public Manager program at the Center for Excellence in Municipal Management

		Fiscal Year			
	1999	2000	2001	2002	2003
Target	NA	64	90	90	90
Actual	NA	61	-	-	-

Office of Finance and Resource Management

FY 2002 Proposed Operating Budget:

\$2,373,096

FY 2002 Proposed Capital Budget:

\$0

The Office of Finance and Resource Management is a customer-service-oriented organization that surpasses any and all client expectations with timely, efficient, and accurate financial and budgetary expertise.

The FY 2002 proposed operating budget from all funding sources is \$2,373,096, an increase of \$219,676, or 10.2 percent, over the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the Office of Finance and Resource Management (OFRM) for all funding sources totals \$2,373,096, an increase of \$219,676, or 10.2 percent, over FY 2001 (table AS0-1). There are 37 full-time equivalents (FTEs) supported by this budget, an increase of 2 FTEs over FY 2001 (table AS0-2). This increase is associated with the transfer of 3 FTEs from Financial and Technical Services (FTS) within the Office of the Chief Financial Officer (OCFO), partially offset by a decrease of 1 FTE due to management efficiencies.

- Promote clarity of utility billing to client and customer agencies by providing on-line services for reviewing and certifying bills.
- Work with the Office of Property Management to improve the methodology for projecting fixed costs and differentiating between cost- and consumption-based increases in utility bills.

FY 2002 Initiatives

- Implement three-tiered training (beginner, intermediate, and advanced) for employees using the system of accounting and reporting (SOAR) and executive information systems (EIS).
- Complete the first utilities audit.

Strategic Issues

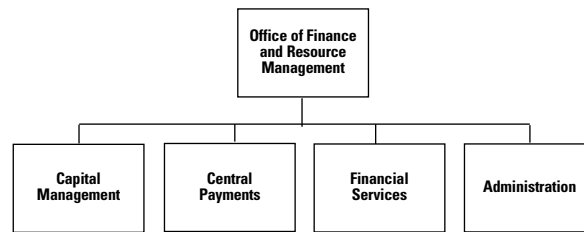
- Achieve greater interaction with client agencies to enable OFRM to become knowledgeable of agency programs and assist in aligning their budgets with policy needs.
- Institute and follow Office of Financial and Operating Systems' policies to refine monthly closings and enhance financial reporting.
- Build internal capacity of financial systems through training.

Agency Background

The Office of Finance and Resource Management was established in 1998 to provide financial support to those agencies that were created during the breakup of the Department of Administrative Services. Since its creation, OFRM has expanded its financial role to include 20 client agencies and a

Figure AS0-1

Office of Finance and Resource Management



total oversight of over \$670,000,000 in budget authority. OFRM also provides central payments of fixed costs for 64 customer agencies totaling \$178,000,000. During its brief operating history, OFRM has not incurred charges for late payments. This has resulted in the savings of several million dollars to the taxpayers of the District of Columbia.

Programs

Figure AS0-1 displays the structure of OFRM, which provides services in three primary areas: Financial Services, Central Payments, and Capital Management.

The **Financial Services** program provides financial services and management for client agencies. This program is responsible for producing the following monthly reports on client agencies: financial review process, personnel actions processed, purchase orders and requisitions processed, outstanding encumbrances, overtime analysis, and grant status. Executive summary reports are produced on a bimonthly basis. OFRM presently handles 20 client agencies under this program.

Central Payments collect intra-District funds from District agencies to provide a central payments system District-wide for all fixed costs including utilities, property rents and maintenance, telephone, security, and custodial services.

Capital Management provides all financial management services to agencies receiving capital funding.

Funding Summary

Local

The proposed local budget is \$2,198,276, an increase \$44,856, or 2.1 percent, over the FY 2001

budget. A \$281,059 increase occurred in personal services, and a \$236,203 decrease occurred in non-personal services. There are 34 FTEs supported by local sources, a decrease of 1 FTE. Refer to the FY 2002 Operating Appendices (bound separately) for details. FTE changes for this agency include:

- Increase of 3 FTEs associated with the transfer of FTS within the OCFO to the OFRM
- Decrease of 3 FTEs associated with the transfer from local funds to intra-District funds for fee-for-service financial services
- Decrease of 1 FTE based on management efficiencies.

Funding increases in personal services are reflective of the noted personnel changes. The \$236,203 decrease in nonpersonal services is primarily attributable to a decrease in contractual services (\$200,000) and equipment (\$17,000). This net decrease is partially offset by an increase of \$34,274 for utilities, communications and rent.

Intra-District

The proposed intra-District budget is \$174,820, an increase of \$174,820 and 3 FTEs from FY 2001. This increase represents the transfer of locally funded positions to intra-District funds to reflect the anticipated receipt of financial management fees from selected agencies. Of this increase, \$119,820 is in personal services, and \$55,000 is in nonpersonal services.

Trend Data

Table AS0-3 and figure AS0-2 show expenditure and employment histories for FY 1998–Proposed FY 2002.

Table AS0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of Finance and Resource Management

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	1,576	1,518	1,849	330
Regular Pay - Other	2	0	0	0
Additional Gross Pay	13	0	21	21
Fringe Benefits	264	234	284	50
<i>Subtotal Personal Services (PS)</i>	<i>1,856</i>	<i>1,753</i>	<i>2,153</i>	<i>401</i>
Supplies and Materials	13	17	22	5
Utilities	16	22	30	7
Communications	39	40	54	14
Rentals - Land and Structures	16	20	33	13
Janitorial Services	0	0	17	17
Security Services	0	0	21	21
Other Services and Charges	-227	85	43	-42
Contractual Services	94	200	0	-200
Equipment and Equipment Rental	69	17	0	-17
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>20</i>	<i>401</i>	<i>220</i>	<i>-181</i>
Total Proposed Operating Budget	1,875	2,153	2,373	220

Table AS0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of Finance and Resource Management

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full-time	32	35	37	2
Total FTEs	32	35	37	2

Table AS0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

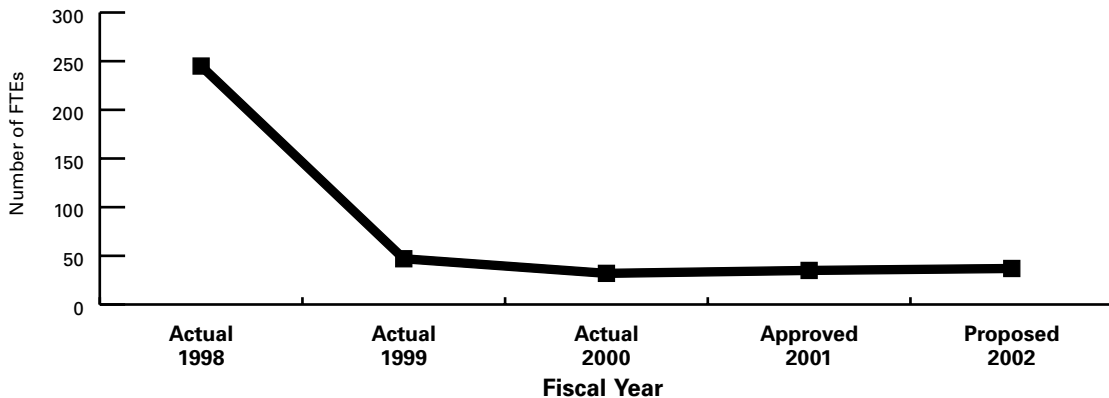
Office of Finance and Resource Management

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	34,944	520	373	2,153	2,198
Other	1,014	252	0	0	0
Intra-District	2,817	947	1,502	0	175
Gross Funds	38,775	1,719	1,875	2,153	2,373

Figure AS0-2

OFRM Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)

**Agency Goals and Performance Measures**

Goal 1. Promote efficient and effective delivery of government services through timely processing of purchase requests and financial reporting and guidance.

Citywide Strategic Priority Area: Making government work

Manager: Barbara Jumper, Deputy Chief Financial Officer, Office of Finance and Resource Management

Supervisor: Barbara Jumper, Deputy Chief Financial Officer, Office of Finance and Resource Management

Measure 1.1: Percentage of agencies compliant with the anti-deficiency act

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	NA	100	100	NA
Actual	NA	NA	–	–	–

Measure 1.2: Percentage of client agency complaints

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	NA	NA	3	NA
Actual	NA	NA	–	–	–

Measure 1.3 Shared Services: Number of “client” offices served by OFRM

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	NA	8	19	NA
Actual	NA	NA	–	–	–

Measure 1.4 Central Payment Services: Percent of intra-District payments processed by OFRM

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	NA	NA	100	100	NA
Actual	NA	NA	–	–	–

Measure 1.5 Number of monthly closings completed

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	NA	NA	7	9	NA
Actual	NA	NA	–	–	–

Measure 1.6 Percent of Financial Reports submitted to agencies on time

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	NA	NA	NA	99	NA
Actual	NA	NA	–	–	–

Measure 1.7: OFRM Internal Operations: Average number of days to process requisitions and purchase orders

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	NA	NA	2.5	2.5	NA
Actual	NA	NA	–	–	–

Office of Contracting and Procurement

FY 2002 Proposed Operating Budget:	\$13,066,450
FY 2002 Proposed Capital Budget:	\$2,000,000
FY 2002–FY 2007 Capital Improvements Plan:	\$3,500,000

The Office of Contracting and Procurement provides every city agency with procurement services to effectively perform the functions of government in a customer-focused, timely, and cost-effective manner.

Budget Summary

The FY 2002 proposed operating budget for the Office of Contracting and Procurement (OCP) is \$13,066,450, a decrease of \$2,270,550, or 14.8 percent, from the FY 2001 approved budget (table PO0-1). The decrease is the result of savings initiatives occurring in FY 2001. There are 164 full-time equivalent (FTE) positions supported by this budget, a decrease of 59 FTEs from FY 2001 (table PO0-2).

The FY 2002 proposed capital budget totals \$2,000,000 for FY 2002 and \$3,500,000 for FY 2002–FY 2007 for one new capital project. OCP's capital program will address procurement reform within the District.

Strategic Issues

- Implement service-level agreements to help agencies plan and manage procurement needs in a more efficient and timely manner.
- Enhance the current electronic procurement system to allow development, execution, and administration of contracts more effectively.
- Ensure that all OCP staff and agency program personnel receive competency-based procure-

ment training in courses tailored to District laws and regulations.

FY 2002 Initiatives

- Transition to a commodity-based structure system supported by matrix teams for complex procurements.
- Establish an integrated product team to support the procurement of capital projects and services.

Agency Background

OCP was created in accordance with Act 12-249, and the Chief Procurement Officer Qualification Act of 1997. These acts centralized all procurement functions with the associated personnel and budget authority, under the authority of the chief procurement officer.

Programs

OCP provides services in three primary programs: Contract Operations, Contract Support, and Contract Administration. Figure PO0-1 shows the agency organization.

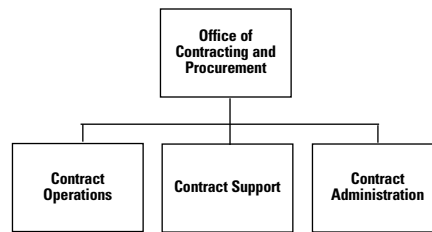
Contract Operations provides essential acqui-

The FY 2002 proposed operating budget is \$13,066,450, a decrease of \$2,270,550, or 14.8 percent, from the FY 2001 approved budget.

The proposed capital budget is \$2,000,000 in FY 2002.

Figure PO0-1

Office of Contracting and Procurement



sition services for 33 District agencies under the authority of the Mayor, as well as independent agencies subject to the Procurement Practices Act. These services account for over \$1.5 billion in acquisitions, including 1,600 contract actions and 19,000 small purchases.

Contract Support promotes the Mayor's commitment to economic development by procuring goods from local, small, and disadvantaged businesses pursuant to D.C. Law 6-85. It implements supply schedules, which enable agencies to accelerate and simplify the buying of goods and services without competition because prices have been pre-negotiated with certain vendors. The program is also responsible for deploying purchase cards that further empower agencies to obtain goods and services more expeditiously and travel cards that are designed to facilitate and streamline the process for official and government travel-related services. Contract support also provides procurement training to OCP staff and agency program personnel.

Contract Administration provides leadership, management, and administrative services and policy direction for OCP. The program develops and issues OCP policies and procedures. Administration is also responsible for maintaining communications with internal and external customers, managing and training personnel, and providing the necessary tools to support contracting.

Funding Summary

OCP receives 100 percent of its funding from local revenue. In FY 2002, personal services will decrease by \$1,867,709 and nonpersonal services by \$402,841.

The change in personal services comprises a \$2,522,709 decrease associated with savings initia-

tives occurring in FY 2001, partially offset by a \$655,000 increase in FY 2002 in recognition of the increased responsibilities associated with the departure of the Control Board. Refer to the FY 2002 Operating Appendices (bound separately) for details.

The changes in nonpersonal services comprises the following:

- \$427,214 decrease in supplies and other services and charges (including janitorial and security services)
- \$164,836 increase in equipment
- \$91,922 decrease in utilities, telecommunications, and rentals
- \$48,541 decrease in utilities and telecommunications for management reform savings.

Capital Improvements

The new proposed funding for OCP's capital program is \$2,000,000 in FY 2002 and \$3,500,000 for FY 2002–FY2007 (table PO0-3). The agency will receive funding to develop a customized e-procurement system. This system will help OCP achieve procurement reform through customer-driven programs that interface with inventory levels of consumable goods, and by processing and tracking procurement requests following sealed bid submissions. The funding will also allow for the determination of procurement requirements, establishment of best procurement practices, acquisition and implementation of procurement software, and training of end users of the system. Refer to the FY 2002 Capital Appendices (bound separately) for details.

Table PO0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of Contracting and Procurement

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	9,755	10,511	8,938	-1,573
Additional Gross Pay	605	0	100	100
Fringe Benefits	1,549	1,649	1,254	-395
<i>Subtotal Personal Services (PS)</i>	<i>11,909</i>	<i>12,160</i>	<i>10,292</i>	<i>(1,868)</i>
Supplies and Materials	255	320	125	-195
Utilities	68	120	88	-32
Communications	564	170	98	-72
Rentals - Land and Structures	101	127	91	-36
Janitorial Services	0	0	72	72
Security Services	0	0	101	101
Other Services and Charges	1,338	2,170	1,766	-404
Contractual Services	28	0	0	0
Equipment and Equipment Rental	235	270	435	165
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>2,589</i>	<i>3,177</i>	<i>2,774</i>	<i>(403)</i>
Total Proposed Operating Budget	14,498	15,337	13,066	(2,271)

Table PO0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of Contracting and Procurement

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full time	171.5	223.0	164.0	-59.0
Total FTEs	171.5	223.0	164.0	-59.0

Trend Data

Table PO0-4 and figure PO0-2 show expenditure and employment histories for FY 1998-FY 2002.

Agency Goals and Performance Measures

Goal 1. Reduce processing time for small purchases (less than \$25,000).

City-wide Strategic Priority Area: Making government work

Managers: James Parks, Assistant Director, Human

Services Cluster; Tracy Usry, Interim Assistant Director, Public Safety Cluster

Supervisor: Jacques Abadie III, Chief Procurement Officer

Performance Measure 1.1: Number of agencies using purchase cards for micropurchases (less than \$2,500)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	25	30	35	35
Actual	NA	24	-	-	-

Table PO0-3

Capital Improvement Plan, FY 2000–FY 2007

(dollars in thousands)

Office of Contracting and Procurement

Cost Elements	FY 2000	Through FY 2001	Budgeted Total	EXPENDITURE SCHEDULE						6 Years Budget	Total Budget
				Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007		
a. Design	2,021	30	2,051	500	0	0	0	0	0	500	2,551
b. Site	0	0	0	0	0	0	0	0	0	0	0
c. Project management	0	0	0	500	500	0	0	0	0	1,000	1,000
d. Construction	553	426	979	0	0	0	0	0	0	0	979
e. Equipment	0	70	70	1,000	1,000	0	0	0	0	2,000	2,070
Total	2,574	526	3,100	2,000	1,500	0	0	0	0	3,500	6,600

	FY 2000	FY 2001	Budgeted Total	FUNDING SCHEDULE						6 Years Budget	Total Budget
				Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007		
a. Long-term financing	3,100	0	3,100	0	0	0	0	0	0	0	3,100
b. Tobacco securitization	0	0	0	0	0	0	0	0	0	0	0
c. Grants	0	0	0	0	0	0	0	0	0	0	0
d. Pay go	0	0	0	0	0	0	0	0	0	0	0
e. Hwy trust fund	0	0	0	0	0	0	0	0	0	0	0
f. Equipment lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative financing	0	0	0	2,000	1,500	0	0	0	0	3,500	3,500
h. Other	0	0	0	0	0	0	0	0	0	0	0
Total	3,100	0	3,100	2,000	1,500	0	0	0	0	3,500	6,600

Performance Measure 1.2: Average cycle time (days) for small purchases (\$2,501 to \$25,000)

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	15.0	13.0	11.0	9.0
Actual	NA	12.4	–	–	–

Performance Measure 2.1: Percentage of contracts reviewed and approved within 5 working days

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	50	80	85	90
Actual	NA	75	–	–	–

Goal 2. Review and approve contracts within 5 working days.

City-wide Strategic Priority Area: Making govern-
ment work

Manager: Jacques Abadie III, Chief Procurement
Officer

Supervisor: John Koskinen, Deputy Mayor/City
Administrator

Goal 3. Institute commodity-buying groups.

City-wide Strategic Priority Area: Making govern-
ment work

Manager: Jacques Abadie III, Chief Procurement
Officer

Supervisor: John Koskinen, Deputy Mayor/City
Administrator

Table PO0-4

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

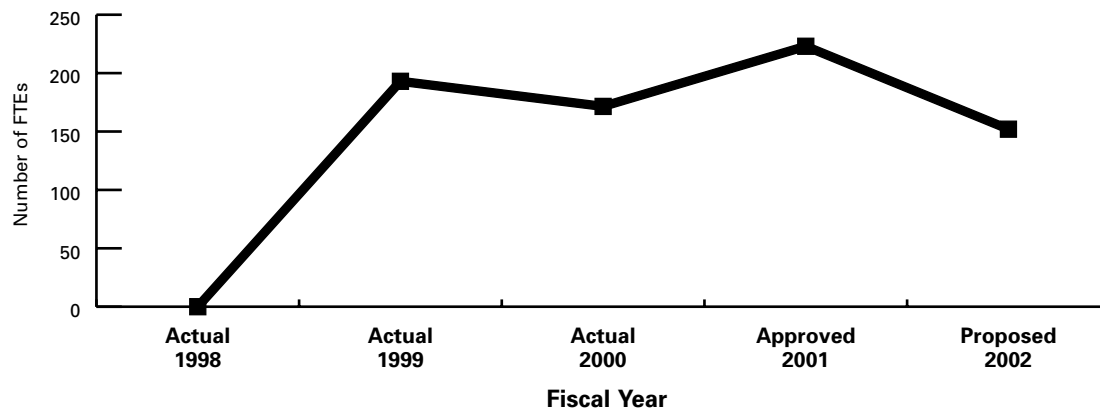
Office of Contracting and Procurement

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	0	13,870	13,356	15,337	13,066
Other	0	0	422	0	0
Intra-District	0	1,218	720	0	0
Gross Funds	0	15,088	14,498	15,337	13,066

Figure PO0-2

Office of Contracting and Procurement Employment Levels, FY 1998-FY 2002

(gross FTEs)

**Performance Measure 3.1: Number of commodity buying groups implemented each year**

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	1	1	1
Actual	NA	NA	–	–	–

Performance Measure 4.1: Percentage of agencies with service-level agreements (SLAs) in place that project agency procurement needs

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	50	90	95
Actual	NA	NA	–	–	–

Goal 4. Engage in acquisition planning with agencies.*City-wide Strategic Priority Area:* Making government work*Manager:* James Parks, Assistant Director, Human Services Cluster; Tracy Usry, Interim Assistant Director, Public Safety Cluster*Supervisor:* Jacques Abadie III, Chief Procurement Officer**Performance Measure 4.2: Percentage of contracts awarded in accordance with SLAs**

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	30	60	70
Actual	NA	NA	–	–	–

Goal 5. Implement a tracking system to obtain status of contract actions.

City-wide Strategic Priority Area: Making government work

Manager: Gregory Dean, Assistant Director,
Purchasing Technologies

Supervisor: Jacques Abadie III, Chief Procurement Officer

Performance Measure 5.1: Percentage of contract tracking system (CTS) implemented with customer status

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	NA	50	80	100
Actual	NA	NA	—	—	—

Goal 6. Train staff to adequately execute the OCP mission.

City-wide Strategic Priority Area: Making government work

Manager: Ann Jackson, Assistant Director,
Professional Community Management (HR)

Supervisor: Jacques Abadie III, Chief Procurement Officer

Performance Measure 6.1: Percentage of Management Supervisory Service (MSS) staff having approved individual development plans (IDP)

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	95	100	100	100
Actual	NA	100	—	—	—

Performance Measure 6.2: Percentage of staff receiving procurement training in accordance with their individual development plans (IDP)

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	NA	NA	50	70	80
Actual	NA	NA	—	—	—

Office of the Chief Technology Officer

FY 2002 Proposed Operating Budget:	\$15,040,641
FY 2002 Proposed Capital Budget:	\$106,506,000
FY 2002–FY 2007 Proposed Capital Improvements Plan:	\$320,781,000

The mission of the Office of the Chief Technology Officer is to articulate the manner in which the government leverages its investments in information technology to attain the government's goal of being an efficient and effective service provider.

Budget Summary

The proposed FY 2002 operating budget for the Office of the Chief Technology Officer (OCTO) totals \$15,040,641, an increase of \$848,724, or 6 percent, over the FY 2001 approved budget (table TOO-1). There are 105 full-time equivalents (FTEs) supported by this budget, an increase of 10 FTEs over FY 2001 (table TOO-2). In FY 2002, OCTO will consolidate the Data Centers of the Department of Employment Services, the Department of Human Services, and the University of the District of Columbia. Due to this consolidation, OCTO's budget will be increased by \$2,728,386 with 5 additional FTEs. This increase is partially offset by a decrease of \$1,203,728 and 13 FTEs associated with the closing of the Print Shop in FY 2001. Additionally, the FY 2001 budget includes \$792,000 and 7 FTEs to improve enterprise network security and business process reengineering projects.

The FY 2002 proposed capital budget totals \$106,506,000 for FY 2002 and \$320,781,000 for FY 2002–FY 2007 for one new project and six current capital projects. OCTO's capital program will address building the District's information technology (IT) infrastructure to improve govern-

ment services and increase economic development by integrating city-wide services and information; the program will also implement city-wide Web-enabling applications.

Strategic Issues

- Improve government services and position the government to be a "city of access."
- Assess new or emerging technologies to stimulate business development.
- Accelerate citizens' access to city services.

FY 2002 Initiatives

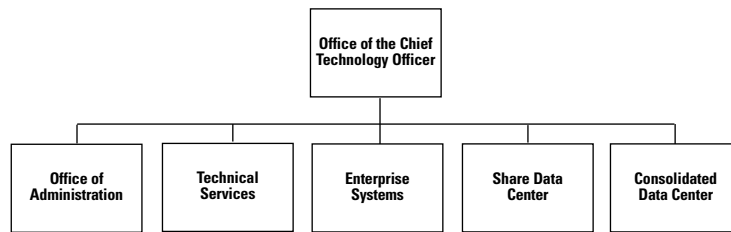
- Implement national municipal-based, Web-enabled applications to provide a portal to government, business, and citizen services.
- Construct a state-of-the-art Unified Call Center (UCC) to consolidate all city-wide emergency and nonemergency call reception and communication functions into one central location in the District.
- Consolidate the nine District of Columbia data centers into a single, state-of-the-art data center.
- Create a city-based disaster-recovery site to support the consolidated data center.

The FY 2002 proposed operating budget is \$15,040,641, an increase of \$848,724, or 6 percent, over the FY 2001 approved budget.

The FY 2002 proposed capital budget from all funding sources totals \$106,506,000, an increase of \$50,727,000, or 91 percent, over the FY 2001 approved budget.

Figure TO0-1

Office of the Chief Technology Officer



Agency Background

OCTO was created in 1998 by the Office of the Chief Technology Officer Establishment Act, D.C. Law 12-175, Act 12-399. Prior to FY 1998, OCTO was part of the Department of Administrative Services. OCTO was created to centralize responsibility for the District government's investments in IT and telecommunication systems to help District departments provide services more efficiently and effectively.

Programs

OCTO fulfills its mission primarily through the Consolidated Data Center, Share Data Center, Enterprise Systems, and Technical Services programs (figure TO0-1).

The transfer of the Share Data Center to OCTO in FY 2001 was the first step in the consolidation of all the data centers in the District under OCTO's direction. The Share Data Center Reorganization Emergency Act of 2000 authorized OCTO to "maintain and oversee all District data centers" to improve the efficiency of data center management. The FY 2002 budget reflects the next step in the consolidation process—the transfer to OCTO of authority and funding of the data centers currently run by the Department of Employment Services, Department of Human Services, and the University of the District of Columbia. For FY 2002, the proposed budget for the **Data Center Consolidation** for all funding sources totals \$2,728,586 and 5 FTEs.

The **Share Data Center** manages the main-frame computing systems used for payroll and direct deposits, tax processing, benefits processing, health care provider payments, student stipends, and other District financial activities. For FY 2002,

the proposed budget for the Share Data Center totals \$4,168,213 with 29 FTEs.

The **Enterprise Systems** program plans, develops, and integrates all IT services in the District government. Currently, OCTO supports 372 applications. The most visible aspect of this program is the District's e-Government project to provide direct access to city services through the District's Web portal (www.washingtondc.gov). This allows citizens or other interested parties to conduct business, gain information, or request services from the District through the Web. Currently, filing a tax return, renewing a driver's license, paying a traffic ticket, researching the D.C. Code, applying for services, or reviewing a zoning map can be done online through the District's Web site. The program is also responsible for the design of a state-of-the-art UCC, which will consolidate all city-wide emergency and nonemergency calls and communication functions into one central location in the District. For FY 2002, the proposed budget for Enterprise Systems is \$4,234,563 and 34 FTEs.

The **Technical Services** program manages the D.C. Wide Area Network (WAN) and Local Area Network (LAN) operations, data communications, telecommunications, wireless communications, telephone support, and agency liaisons. Currently, the District's enterprise network supports 27 servers and approximately 18,000 e-mail accounts with a network that is available more than 99 percent of the time. For FY 2002, the proposed budget for Technical Services totals \$2,463,362 and 23 FTEs.

Funding Summary

Local

The proposed local budget totals \$12,487,552, an increase of \$731,856 over the FY 2001 approved

Table TO0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of the Chief Technology Officer

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular pay - Continuing Full Time	2,979	6,994	7,230	236
Regular Pay - Other	-1	0	0	0
Additional Gross Pay	178	221	196	-25
Fringe Benefits	412	1,081	1,009	-72
<i>Subtotal Personal Services (PS)</i>	<i>3,567</i>	<i>8,296</i>	<i>8,435</i>	<i>139</i>
Supplies and Materials	83	618	366	-252
Utilities	94	120	308	188
Communications	694	486	459	-27
Rentals - Land and Structures	195	517	119	-398
Janitorial Services	0	0	62	62
Security Services	0	0	125	125
Other Service and Charges	2,616	2,281	3,418	1,318
Contractual Services	31,968	1,648	1,629	-19
Equipment and Equipment Rental	13,055	227	119	-108
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>48,704</i>	<i>5,896</i>	<i>6,606</i>	<i>710</i>
Total Proposed Operating Budget	52,272	14,192	15,041	849

Table TO0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of the Chief Technology Officer

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full time	43	95	105	10
Term full time	3	0	0	0
Total FTEs	46	95	105	10

budget. Of this net increase, \$751,142 is an increase in personal services, partially offset by a net decrease of \$19,286 in nonpersonal services. There are 83 FTEs supported by local sources, an increase of 23 FTEs over FY 2001. Refer to the FY 2002 Operating Appendices (bound separately) for details.

The significant changes in the local budget are:

- \$1,365,586 and 17 FTE increase to consolidate the data centers at the Department of

Employment Services, the Department of Human Services, and the University of the District of Columbia;

- \$792,000 and 7 FTE increase to improve network security and BPR projects
- \$369,494 net increase in salaries designed to align the FY 2002 budget with the staff currently authorized
- \$29,524 decrease in fixed costs
- \$337,064 net decrease in the budget for con-

tracts because of a reduction in a city-wide strategic planning contract and an information technology budget review contract;

- \$206,532 decrease in supplies based on historical spending;
- \$366,716 decrease in other services resulting from a one-time office support expenditure in the Share Data Center; and
- \$116,400 decrease in equipment for one-time technology and furniture purchases for the Share Data Center.

The FY 2002 budget includes a \$167,136 decrease in fixed costs due to management reform savings.

Other

The proposed Other (O-type) budget totals \$14,000, representing no change from the FY 2001 approved budget. There are no FTEs supported by

the O-type budget, no change from FY 2001.

OCTO receives revenue for providing election support services to non-District government entities.

Intra-District

The proposed intra-District budget totals \$2,539,089, an increase of \$116,868 over the FY 2001 approved budget. Of this increase, \$612,132 is a decrease in personal services, and \$729,000 is an increase in nonpersonal services. There are 22 FTEs supported by the intra-District budget, a decrease of 13 from FY 2001. OCTO will receive additional intra-District revenue of \$1,363,000 due to the consolidation of the data centers. This increase is partially offset by decreases of \$1,203,728 and 13 FTEs associated with the Print Shop's closing in FY 2001. The Share Data Center accounts for the remaining decrease of \$42,404. Figure TO0-1 displays the entities that make up OCTO.

Table TO0-3

Capital Improvement Plan, FY 2000 – FY 2007

(dollars in thousands)

Office of the Chief Technology Officer

Cost Elements	EXPENDITURE SCHEDULE										
	Through FY 2000	Budgeted FY 2001	Total	Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007	6 Years Budget	Total Budget
Design	9,372	6,522	15,894	17,701	10,012	10,636	2,210	652	0	41,211	57,105
Site	0	0	0	0	0	0	0	0	0	0	0
Project management	3,656	3,611	7,267	18,248	19,340	17,879	5,359	885	0	61,711	68,978
Construction	1,048	21,382	22,430	28,865	16,110	10,660	6,935	0	0	62,570	85,000
Equipment	31,739	24,264	56,003	41,692	39,512	38,926	29,956	5,203	0	155,289	211,292
Total	45,815	55,779	101,594	106,506	84,974	78,101	44,460	6,740	0	320,781	422,375

Cost Elements	FUNDING SCHEDULE										
	Through FY 2000	Budgeted FY 2001	Total	Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007	6 Years Budget	Total Budget
Long-term financing	71,884	1,100	72,984	1,900	3,600	1,800	1,800	0	0	9,100	82,084
Tobacco securitization	0	0	0	0	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0	0	0	0	0
Pay go	0	0	0	0	0	0	0	0	0	0	0
Hwy trust fund	0	0	0	0	0	0	0	0	0	0	0
Equipment lease	0	0	0	0	0	0	0	0	0	0	0
Alternative financing	34,866	12,460	47,326	77,089	81,374	75,102	42,660	6,740	0	282,965	330,291
Other	10,000	0	10,000	0	0	0	0	0	0	0	10,000
Total	116,750	13,560	130,310	78,989	84,974	76,902	44,460	6,740	0	292,065	422,375

Capital Improvements

The new proposed funding for OCTO's FY 2002 capital improvement plan totals \$106,506,000 and \$320,781,000 for FY 2002-FY 2007 (table TO0-3). This includes \$8,600,000 for FY 2002 and \$29,600,000 for FY 2002-FY 2007 for one new project as well as \$97,906,000 for FY 2002 and \$291,181,000 for five current projects. The agency will receive funding to accomplish both new projects and current projects. Refer to the FY 2002 Capital Appendices (bound separately) for details.

New Projects

- Track the use of expendable or consumable items from their acquisition by an organization through to their ultimate usage.
- Provide cross-agency foundation required to proactively support a centrally managed comprehensive fleet inventory. The cross-agency will provide reporting capability, dispatching functions, and vehicle-monitoring parameters, including fuel consumption, engine status, mileage, and diagnostic checks.
- Track, share, and combine case data across agencies and programs, both within the District government and with external entities.
- Provide GIS data required to support the current applications across the District.
- Share and combine data across agencies and programs within the District and with external entities.

The planned expenditure in totals \$8,600,000 for FY 2002 and \$29,600,000 for FY 2002-FY 2007.

Current Projects

- Centralize the management and control of network communications of District agencies.
- Create District-specific digital maps including but not limited to property, tax, and emergency deployment maps.
- Improve telecommunication within the District.

The planned expenditure totals \$13,071,000 for FY 2002 and \$42,048,000 for FY 2002-FY 2007.

- Consolidate public safety and nonpublic safety call-taking functions and help desk and network operations.
- Create an infrastructure suitable for high bandwidth to support telephony, data communications, analog video, building management systems, and wireless signal propagation system.
- Consolidate public safety and nonpublic safety wireless systems and leverage a Municipal Area Network with repeater systems.
- Establish baseline and performance metrics and implement IT architecture management functions.
- Use performance-based data mining systems.
- Provide self-service capabilities to residents and businesses by implementing an infrastructure with Web sites and Web-enabled applications to enhance information dissemination and electronic capabilities in government.

The planned expenditure totals \$77,705,000 for FY 2002 and \$228,203,000 for FY 2002-FY 2007.

- Implement the migration and technology refresh plan that ties together District agencies by providing mobile data terminals to public safety and nonpublic safety agencies.

The planned expenditure is \$4,400,000 for FY 2002 and \$11,000,000 for FY 2002-FY 2007.

- Streamline service processes and improve delivery to District citizens by enabling public access to government via strategically located KIOS units.

The planned expenditure totals \$830,000 for FY 2002 and over the six-year period.

- Maintain the facilities that house the District's information centers.

The planned expenditure totals \$1,900,000 for FY 2002 and \$9,100,000 for FY 2002-FY 2007.

Trend Data

Table TO0-4 and figure TO0-2 show expenditure and employment histories for FY 1998-proposed FY 2002.

Figure TO0-2

OCTO Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)

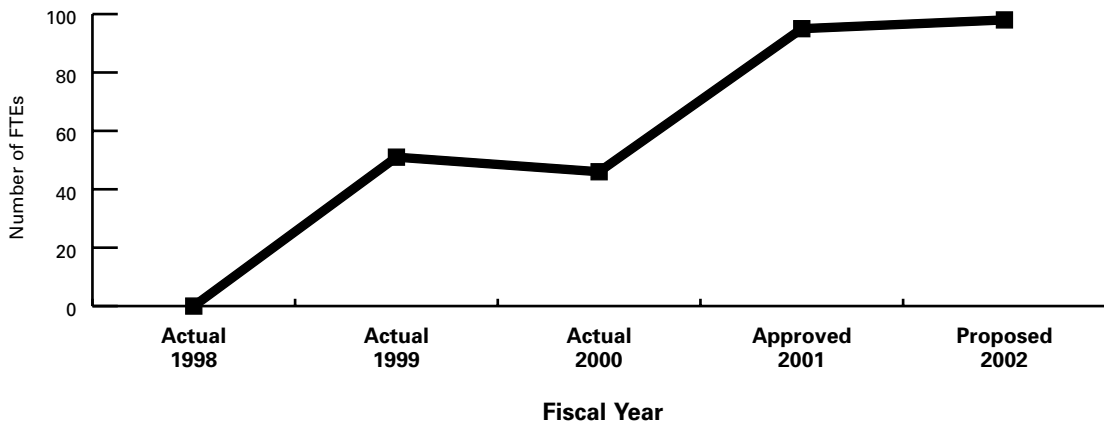


Table TO0-4

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Office of the Chief Technology Officer

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	0	25,813	22,289	11,756	12,488
Federal	0	95,818	28,557	0	0
Other	0	3,777	156	14	14
Intra-District	0	1,510	1,269	2,422	2,539
Gross funds	0	126,918	52,272	14,192	15,041

Agency Goals and Performance Measures**Goal 1. Stabilize infrastructure; implement sound management practices.***Citywide Strategic Priority Area:* Making government work

Manager: Jack Pond, Deputy CTO, Systems Architecture (1.1); Maynard Gambrell, Associate Director, Management Services (1.2); Linda Argo, Chief of Staff (1.3); Clifford Brock, Director, District Data Centers and Telecommunications (1.4-1.6).

Supervisor: Suzanne Peck, Chief Technology Officer

Performance Measure 1.1: Implement District-wide messaging system (e-mail)

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	03/31	NA	NA
Actual	NA	NA	4/02	—	—

Note: Agencies have historically maintained separate e-mail servers and systems.

Performance Measure 1.2: Recruit and finalize agreements with five Adopt-an-Agency private sponsors to partner with District agencies

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	9/30	9/30	9/30
Actual	NA	NA	—	—	—

Performance Measure 1.3: Streamline operations of District printing and copying services and establish viable printing and copying service alternatives for District agencies

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	12/31	NA	NA
Actual	NA	NA	10/01	—	—

Performance Measure 1.4: Percent of DC WAN outages identified within 15 minutes

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	85	100	100	100
Actual	NA	95	—	—	—

Performance Measure 1.5: Percent of DC WAN outages restored within 48 hours

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	85	98	98	98
Actual	NA	95	—	—	—

Performance Measure 1.6: Implement District-wide real-time network monitoring function

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	4/30	NA	7/30
Actual	NA	NA	—	—	—

Note: In FY 2003, the implementation of network monitoring is at the Unified Communications Center.

Goal 2. Improve citywide infrastructure; implement Tech City.

Citywide Strategic Priority Area: Making government work.

Manager: Clifford Brock, District Data Centers and Telecommunications (2.1-2.5, 2.10-2.11); Peter Roy, Deputy CTO, Program Management (2.6-2.9)

Supervisor: Suzanne Peck, Chief Technology Officer

Performance Measure 2.1: Negotiate and finalize new contract for District dial tone

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	6/30	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 2.2: Negotiate and finalize new contract for telecommunications data

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	6/30	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 2.3: Negotiate and finalize new contract for District cell phones

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	8/30	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 2.4: Streamline and standardize data center operating procedures for SHARE and DHS

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	9/30	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 2.5: Implement enterprise storage

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	9/30	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 2.6: Complete assessment and break ground on new site for Unified Communications Center (UCC)

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	NA	10/30	NA
Actual	NA	NA	—	—	—

Performance Measure 2.7: Launch new data center-based operating environment for MVIS

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	4/15	NA	NA
Actual	NA	NA	4/15	—	—

Performance Measure 2.8: Complete Washington Geographic Information System (WGIS) Planimetrics

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	09/15	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 2.9: Launch DPW Seat Management Pilot

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	06/01	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 2.10: Consolidate the District's data centers (percent complete)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	60	80	95	95
Actual	NA	60	—	—	—

Note: In FY 2001, enterprise storage. In FY 2002, MPD consolidation.

Performance Measure 2.11: Complete District-wide server consolidation

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	NA	12/30	NA
Actual	NA	NA	—	—	—

Goal 3. Develop citywide, Web-enabled applications.

Citywide Strategic Priority Area: Making government work.

Manager: Tim Yuckenberg, Deputy CTO, E-Government

Supervisor: Suzanne Peck, Chief Technology Officer

Performance Measure 3.1: Publish electronically centralized web development standards.

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	6/15	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 3.2: Launch 20 new information and service delivery features on the District web-site

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	9/30	9/30	9/30
Actual	NA	NA	—	—	—

Performance Measure 3.3: Launch initial web-based transactional routines for Business Resource Center

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	8/15	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 3.4: Update and publish next-generation web development standards

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	NA	8/15	NA
Actual	NA	NA	—	—	—

Goal 4. Integrate all citywide services and information.

Citywide Strategic Priority Area: Making government work.

Manager: Douglas Kuhn, Director, Business Process Reengineering (4.1); Maynard Gambrell, Associate Director, Management Services (4.2-4.3); Tim Yuckenberg, Deputy CTO, E-Government (4.4)

Supervisor: Suzanne Peck, Chief Technology Officer

Performance Measure 4.1: Complete and issue Citywide IT Strategic Plan

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	6/30	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 4.2: Complete and publish policies and procedures for IT procurement reviews (PRIS)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	6/30	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 4.3: Hire five new program managers to serve as agency liaisons

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	05/31	NA	NA
Actual	NA	NA	—	—	—

Performance Measure 4.4: Complete and publish five major IT policies and procedures

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	NA	07/15	NA
Actual	NA	NA	—	—	—

Office of Property Management

FY 2002 Proposed Operating Budget:	\$33,820,164
FY 2002 Proposed Capital Budget:	\$23,076,605
FY 2002 – FY 2007 Proposed Capital Improvements Plan:	\$40,881,211

The mission of the Office of Property Management is to meet the needs of our clients by providing a building and work environment of the highest quality and services that meet industry best standards of excellence. The core values that infuse our efforts are quality, integrity, a sense of community and a genuine commitment to people.

The FY 2002 proposed operating budget totals \$33,820,164, a decrease of \$998,597, or 2.9 percent, from the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the Office of Property Management (OPM) from all funding sources totals \$33,820,164, a decrease of \$998,597, or 2.9 percent, from the FY 2001 approved budget (table AM0-1). The FY 2002 decrease is primarily attributable to savings initiatives during FY 2001, partially offset by a \$2,500,000 increase for the “Omnibus Government Real Property Asset Management Reform Act of 1999.” There are 206 full-time equivalents (FTEs) supported by this budget, a decrease of 76 FTEs from FY 2001 (table AM0-2).

The FY 2002 proposed capital budget totals \$23,076,605 for FY 2002 and \$40,881,211 for FY 2002–FY 2007. This includes \$21,276,605 for FY 2002 and \$30,081,211 for FY 2002–FY 2007 for ten existing capital projects and \$1,800,000 for FY 2002 and \$10,800,000 for FY 2002–FY 2007 for one proposed new capital project. OPM’s capital program will address Life/Safety issues at the D.C. Armory.

Strategic Issues

- Work toward the implementation of a single, comprehensive real estate strategy.
- Improve customer service by assessing and documenting customer requirements and customer service.
- Manage the District’s real property assets to their highest and best use, maximizing the value of the assets under the District’s control.
- Maintain or reduce operating costs and improve service delivery.
- Improve financial accountability by developing and implementing activity-based costing budget models and performance benchmarks.
- Develop appropriate strategies whereby the District’s real property assets serve as stimuli for neighborhood planning and development.

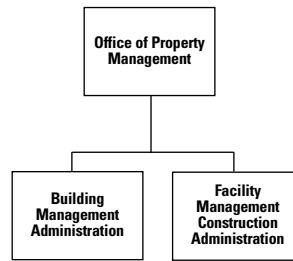
The FY 2002 proposed capital budget totals \$23,076,605 an increase of \$5,264,605, or 30 percent, over the FY 2001 approved budget.

FY 2002 Initiatives

- Fully implement the Omnibus Government Real Property Asset Management Reform Act of 1999 to inventory, classify, maintain, and

Figure AM0-1

Office of Property Management



dispose of real estate assets.

- Implement customer-focused performance measures.
- Adopt private-sector industry best practices where appropriate.

Agency Background

In FY 1999, OPM was created by consolidating two divisions of the Department of Administrative Services (Building Management Administration and Real Property Administration), with two divisions of the Department of Public Works (Facilities Operations and Maintenance Administration and the Design, Engineering, and Construction Administration).

Programs

The agency (figure AM0-1) provides the following programs and services:

Portfolio Management directs matters relating to maximizing the utilization of real estate assets, including acquisition, lease management, and planning. Rent services, included under Portfolio Management, is responsible for directing and maintaining the District's portfolio of properties that are rented to private-sector clients. The program is fully funded by Other revenue sources.

Facility Management administers building operations and services, including engineering, custodial inspection, repair and non-structural improvements, and the energy conservation program. The office also manages and monitors contract compliance over the District's real property. Parking is included under Facility Management and is responsible for directing matters relating to the utilization of District-owned parking facilities. The

program is fully funded by Other revenue sources.

Protective Services administers security contracts and develops regulations, instructions, and procedures regarding security-related functions. It provides security services for District-owned and leased facilities, and manages the District's electronic surveillance systems. The program is fully funded by intra-District funding.

Postal Services manages and coordinates the District's inter-agency mail program. The program is fully funded by intra-District funding.

Facility Repair manages facility repairs and building alterations, performs project management relating to repair activities, monitors contracts, and performs major and minor repairs. The program is fully funded by intra-District funding.

Capital Services provides design and engineering services, project management, and construction management oversight to the District's capital improvement program for facilities. The program is fully funded by intra-District funding.

The **Office of the Director** provides strategic direction of District real estate operations, departmental management, and administration, and develops and implements policies, regulations, and guidelines.

Funding Summary

Local

The proposed local budget is \$7,261,581, an increase of \$642,075 over the FY 2001 approved budget. A decrease of \$228,807 is in personal services, and an increase of \$870,882 is in nonpersonal services. There are 48 FTEs supported by local sources, a decrease of 14 FTEs from FY 2001. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Table AM0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of Property Management

	Actual FY 2000	Approved FY 2001	Proposed 2002	Change from FY 2001
Regular Pay - Cont. Full Time	10,465	8,440	9,837	1,397
Additional Gross Pay	2,925	347	507	160
Fringe Benefits	1,962	1,559	1,544	-15
<i>Subtotal Personal Services (PS)</i>	<i>15,351</i>	<i>10,346</i>	<i>11,888</i>	<i>1,542</i>
Supplies and Materials	543	1,154	848	-306
Utilities	586	520	166	-354
Communications	441	200	75	-125
Rentals - Land and Structures	630	630	864	234
Janitorial Services	0	0	171	171
Security Services	0	0	201	201
Other Services and Charges	3,600	3,547	3,539	-8
Contractual Services - Other	16,944	17,795	15,620	-2,175
Equipment and Equipment Rental	207	627	450	-177
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>22,951</i>	<i>24,473</i>	<i>21,932</i>	<i>(2,541)</i>
Total Proposed Operating Budget	38,303	34,819	33,820	(999)

Table AM0-2

Full-Time Equivalent Employment LevelsOffice of Property Management

	Actual FY 2000	Approved FY 2001	Proposed 2002	Change from FY 2001
Continuing full time	193.5	282.0	206.0	-76.0
Total FTEs	193.5	282.0	206.0	-76.0

- The net decrease in personal services comprises:
- \$240,000 increase to support 3 FTEs in the energy management staff to perform energy audits.
 - \$738,645 decrease and 17 FTEs associated with savings initiatives in FY 2001.
 - \$269,838 increase to fully fund authorized FTEs.
- The net increase in nonpersonal services is comprised of:
- \$15,358 decrease in supplies for savings initiatives in FY 2001;
 - \$354,237 decrease in utilities based on esti-

- mates and management reform savings;
- \$185,363 decrease in telecommunications from a \$60,000 use of intra-District funds, \$75,363 from management reform savings, and \$50,000 from fixed-cost estimates;
- \$81,381 decrease in rent from the use of Other funds;
- \$2,500,000 increase in other services for the "Omnibus Government Real Property Asset Management Reform Act of 1999;"

- \$1,251,618 decrease in other services for savings initiatives implemented in FY 2001;
- \$158,097 increase in other services and charges;
- \$181,448 increase in contractual services for maintenance and repair to elevators and office equipment; and
- \$80,706 decrease in equipment.

Other

The proposed Other budget is \$1,642,976, a \$287,255 decrease from the FY 2001 approved budget. The agency receives its funds from renting out District properties and collecting fees for parking on District government properties. The \$287,255 decrease includes a \$41,751 decrease in personal services and a \$245,504 decrease in non-personal services. There are 2 FTEs supported by Other revenue sources.

Intra-District

The proposed intra-District budget is \$24,915,607,

a \$1,353,417 decrease from the FY 2001 approved budget. Intra-District funds are derived from custodial services, guard services, facility operations, postage, capital reimbursements, and indirect costs. This amount includes a \$1,812,762 increase in personal services and a \$3,166,179 decrease in nonpersonal services. There are 156 FTEs supported by intra-District sources.

Capital Improvements

The new proposed funding for OPM's FY 2002 capital program is \$1,800,000 for FY 2002 and \$10,800,000 for FY 2002–FY 2007 (table AM0-3). The FY 2002 capital funding is for renovations at the D.C. Armory. The renovation of the DC Armory will address Life/Safety issues at the facility. The funding will repair the building exterior, and upgrade the electrical system and roof components to continue the quartering and training of the District of Columbia National Guard. The repairs will also be made to sustain

Table AM0-3

Capital Improvement Plan, FY 2000 – FY 2007

(dollars in thousands)

Office of Property Management

Cost Elements	EXPENDITURE SCHEDULE										
	Through FY 2000	Budgeted FY 2001	Total	Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007	6 Years Budget	Total Budget
a. Design:	4,971	8,068	13,039	2,005	985	785	0	0	0	3,774	16,814
b. Site:	0	73,495	73,495	0	0	0	0	0	0	0	73,495
c. Project Management:	2,263	1,482	3,744	1,968	1,151	785	0	0	0	3,903	7,647
d. Construction:	14,300	3,357	17,657	16,104	4,900	3,200	0	0	0	24,204	41,861
e. Equipment:	1,600	1,076	2,676	3,000	3,000	3,000	0	0	0	9,000	11,676
Total:	23,134	87,477	110,611	23,077	10,036	7,769	0	0	0	40,881	151,492
	FUNDING SCHEDULE										
	Through FY 2000	Budgeted FY 2001	Total	Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007	6 Years Budget	Total Budget
a. Long Term Financing:	46,617	73,778	120,395	13,293	10,036	7,769	0	0	0	31,097	151,492
b. Tobacco Securitization:	0	0	0	0	0	0	0	0	0	0	0
c. Grants:	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go:	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund:	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease:	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing:	0	0	0	0	0	0	0	0	0	0	0
h. Other:	0	0	0	0	0	0	0	0	0	0	0
Total:	46,617	73,778	120,395	13,293	10,036	7,769	0	0	0	31,097	151,492

Table AM0-4

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

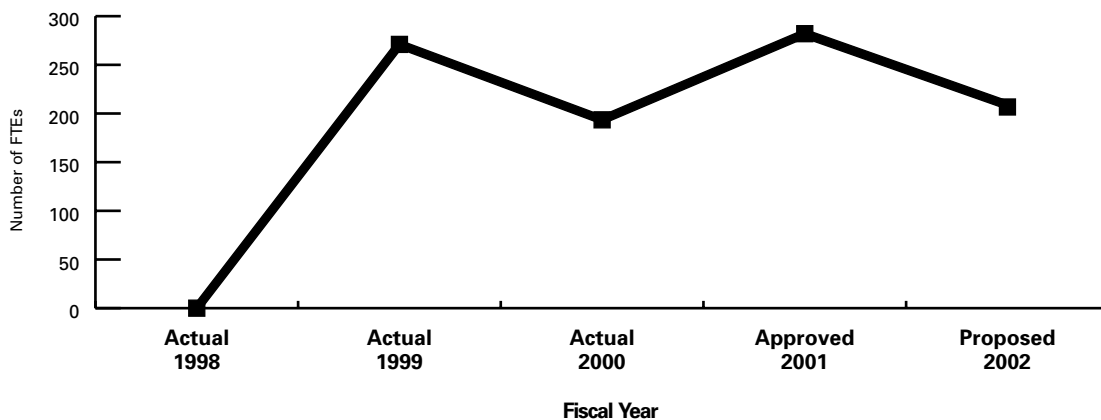
Office of Property Management

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	0	6,948	7,163	6,620	7,262
Federal	0	500	0	0	0
Other	0	1,163	2,169	1,930	1,643
Intra-District	0	24,944	28,971	26,269	24,916
Total	0	33,554	38,303	34,819	33,820

Figure AM0-2.

OPM Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)



suitable facilities for major athletic events, conventions, concerts, and other activities of interest to the District.

The Office of Property Management's capital program is designed to maximize the value of the District's real property assets and create a conducive working environment for employees and other facility users. OPM currently has ten capital projects with a total funding of \$21,276,605 for FY 2002 and \$30,081,211 for FY 2002–FY 2007. The programs' primary focus is the construction, acquisition, disposition, management, and maintenance of all District-owned and leased properties.

OPM is completing an inventory and building condition assessment of all District properties and

developing an asset improvement and maintenance plan for each facility. In addition, OPM is completing its strategic utilization plan to dedicate appropriate capital resources to renovate District-owned properties that will reverse the increasing trend of District agencies leasing facility space. Refer to the FY 2002 Capital Appendices (bound separately) for details.

Trend Data

Table AM0-4 and figure AM0-2 shows expenditure and employment histories for FY 1998–Proposed FY 2002.

Agency Goals and Performance Measures

Goal 1. Increase the level of customer satisfaction with the delivery of services.

Citywide Strategic Priority Area: Making government work

Manager: Michael Lorusso, Deputy Director

Supervisor: Tim F. Dimond, Director

Measure 1.1: Percent of customers rating overall service delivery as satisfactory or above on annual OPM customer survey

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	NA	NA	70	75	NA
Actual	50	52	—	—	—

Goal 2. Increase the number of facilities that are well maintained.

Citywide Strategic Priority Area: Making government work

Manager: Iris Proctor, Administrator Facility Management Division

Supervisor: Michael Lorusso, Deputy Director

Measure 2.1: Benchmark building operation costs with industry standards (number of Building Managers and Owners Association standards)

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	NA	20	15	10	5
Actual	NA	10	—	—	—

Measure 2.2: Complete all Priority One repairs in OPM managed facilities (number of facilities)

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	14	NA	20	24	NA
Actual	14	NA	—	—	—

Measure 2.3: Perform facility condition assessments in District-owned facilities (number of facilities)

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	14	30	50	55	NA
Actual	14	NA	—	—	—

Goal 3. Reform the process for managing the implementation of the capital improvement program for facilities.

Citywide Strategic Priority Area: Making government work

Manager: Kandikere Krisnamurthy, Administrator, Capital Construction Division

Supervisor: Michael Lorusso, Deputy Director

Measure 3.1: Establish baseline measurement for the average time it takes to design, procure, manage and implement a capital construction project and reduce it (percent reduction)

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	NA	NA	TBD	TBD	-10
Actual	NA	NA	—	—	—

Goal 4. Stabilize agency's financial condition and management.

Citywide Strategic Priority Area: Making government work

Managers: Faith D. Scott, Budget Manager; Mike Lorusso, Deputy Director

Supervisor: Tim Dimond, Director

Measure 4.1: Establish baseline and lower agency's percent of delinquent rent receivables as a percentage of total rent receivables

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	NA	20	20	15	10
Actual	NA	25	—	—	—

Measure 4.2: Ensure that all rent payments are made 30 days in arrears or less

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	NA	NA	75	85	100
Actual	NA	NA	—	—	—

Measure 4.3: Manage quarterly expenses to correlate with agency spending plans (percent of plan)

	1999	2000	Fiscal Year		2003
			2001	2002	
Target	NA	NA	15	10	10
Actual	NA	NA	—	—	—

Contract Appeals Board

FY 2002 Proposed Operating Budget:	\$745,500
FY 2002 Proposed Capital Budget:	\$0

The Contract Appeals Board provides an impartial, expeditious, inexpensive, and knowledgeable forum for redressing and resolving contractual disputes between the District and the contracting communities.

This quasi-judicial body is authorized to hear 1) all claims brought by contractors against the District government arising out of, or related to, a contract; 2) all protests against contract solicitations and awards by actual prospective bidders; 3) all appeals of suspensions or debarments of contractors; and 4) all appeals from the denial of interest payment claims under the Quick Payment Act.

Budget Summary

The proposed FY 2002 operating budget from all funding sources is \$745,500, an increase of \$11,480, or 1.6 percent, over the FY 2001 approved budget (table AF0-1). The Contract Appeals Board receives 100 percent of its funding from local sources. There are 6 full-time equivalents (FTEs) supported by this budget (table AF0-2).

Strategic Issue

The Contract Appeals Board will make public access to Board rules and decisions more user friendly and without cost and to make filings with the Board simpler and less costly to the government and private litigants.

FY 2002 Initiatives

- Implement a website including rules, decisions and plain-language guide to Board practice.
- Implement electronic filing and service of pleadings

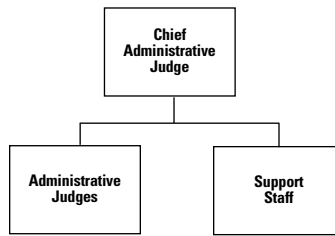
Agency Background

The District of Columbia Contract Appeals Board was established in 1953 by D.C. Reorganization Order 29 to act as the local government agent for the resolution of individual contract disputes.

The Procurement Reform Amendment Act of 1996, passed by the District of Columbia Council, became effective April 12, 1997. The act expanded the Board's jurisdiction to include all independent agencies except the District of Columbia Courts, Financial Responsibility and Management Assistance Authority (dormant in FY 2002), Sports Commission, Housing Finance Agency, and the D.C. Retirement Board. The act prohibits agencies from awarding contracts if a protest has been filed except in emergency situations. It also requires the Board to decide challenges to the suspension of contracts within 10 business days after a protester has responded to the chief procurement

The proposed FY 2002 operating budget for all funding sources is \$745,500, an increase of \$11,480, or 1.6 percent, over the FY 2001 approved budget.

Figure AF0-1
Contract Appeals Board



officer's determination and finding that urgent and compelling circumstances exist for the contract performance to proceed; and to decide all protests within 60 business days.

Programs

The Contract Appeals Board is a quasi-judicial agency with two functions: to hear and decide contract appeals (cases that arise after a contract award) and protests (cases regarding solicitation terms or the awarding of contracts). The Board comprises one Chief Administrative Judge, three administrative judges, and two support staff (figure AF0-1). Judges are appointed by the Mayor.

Funding Summary

The proposed FY 2002 operating budget from all funding sources is \$745,500, an increase of \$11,480, or 1.6 percent over the FY 2001 approved budget. An increase of \$9,692 is in

personal services and an increase of \$1,788 is in nonpersonal services. The Contract Appeals Board receives 100 percent of its funding from local sources. There are 6 FTEs supported by this budget, the same level as FY 2001.

The increase in personal services is to align the agency's personal services budget with current authorized staffing levels and to provide for agency step increases. The change in nonpersonal services is a \$2,500 net increase in supplies and equipment and a \$712 net decrease in fixed costs. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Trend Data

Table AF0-3 and figure AF0-2 show expenditure and employment histories for FY 1998–FY 2002.

Figure AF0-2
Contract Appeals Board Employment Levels, FY 1999–Proposed FY 2002
 (gross FTEs)

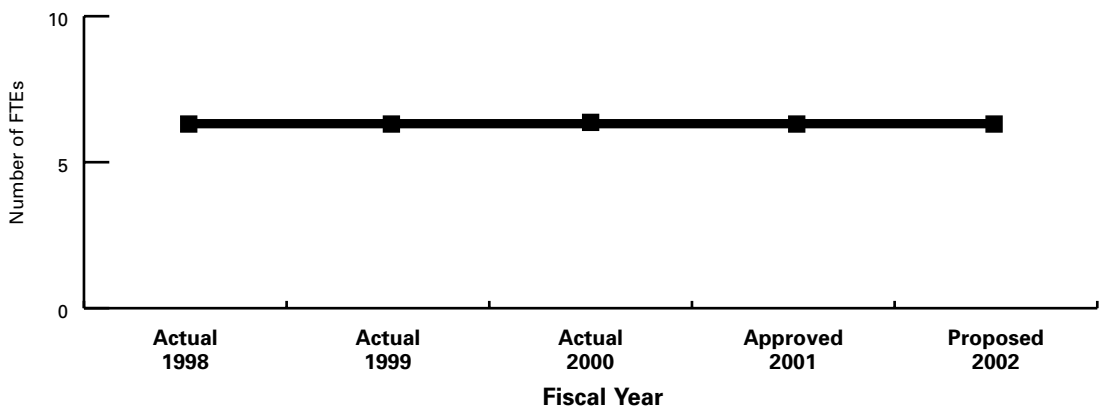


Table AF0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Contract Appeals Board

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	459	483	492	8
Fringe Benefits	58	63	64	1
<i>Subtotal Personal Services (PS)</i>	<i>517</i>	<i>546</i>	<i>556</i>	<i>10</i>
Supplies and Materials	6	9	7	-2
Communications	4	6	6	0
Rentals - Land and Structures	132	141	141	0
Security Services	0	0	3	3
Other Services and Charges	16	28	24	-4
Equipment and Equipment Rental-	2	4	9	5
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>160</i>	<i>188</i>	<i>190</i>	<i>2</i>
Total Proposed Operating Budget	677	734	746	11

Table AF0-2

FY 2002 Full-Time Equivalent Employment LevelsContract Appeals Board

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full time	3	6	6	0
Term full time	3	0	0	0
Total FTEs	6	6	6	0

Table AF0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Contract Appeals Board

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	562	592	677	734	746
Gross Funds	562	592	677	734	746

Agency Goals and Performance Measures

Goal 1. Address the questions and concerns of litigants in a timely and cost-effective fashion.

City-wide Strategic Priority Area: Making government work

Manager: Lorilyn Simkins, Chief Administrative Judge

Supervisor: Lorilyn Simkins, Chief Administrative Judge

Performance Measure 1.1: Percentage of protests resolved within 60 business days

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	75	75	75	80	80
Actual	68	84	—	—	—

Performance Measure 1.2: Percentage of appeals on the docket resolved

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	25	25	25	25	25
Actual	28	38	—	—	—

Board of Elections and Ethics

FY 2002 Proposed Operating Budget: \$3,503,118
FY 2002 Proposed Capital Budget: \$0

The mission of the Board of Elections and Ethics is to administer and enforce the election law of the District of Columbia by providing voter registration, qualifying candidates and measures for ballot access, and conducting elections in the District of Columbia.

The proposed FY 2002 operating budget for all funding sources is \$3,503,118, an increase of \$253,252, or 7.8 percent, over the FY 2001 approved budget.

The board's mission is governed by statutory and regulatory mandates. The board is also responsible for administering rules for campaign finance, lobbying, conflicts of interest, and the ethical conduct of public officials.

ulation systems using state-of-the-art technologies.

- Ensure that all registered qualified electors are educated on the new voting system.
- Integrate 2000 Census into the election process.

Budget Summary

The proposed FY 2002 operating budget for all funding sources is \$3,503,118, an increase of \$253,252, or 7.8 percent, over the FY 2001 approved budget (table DL0-1). The Board of Elections and Ethics receives 100 percent of its funding from local sources. There are 50 full-time equivalents (FTE) supported by this budget; 12 of these are temporary positions that equate to full-time positions (table DL0-2).

FY 2002 Initiatives

To achieve its priorities, the Board plans to:

- Use the National Death Registry as an additional source for updating the rolls of registered voters in the District, if their status has not been updated with information from qualified local sources.
- Begin analyzing census data before the District Council enacts the legislation necessary for ward reapportionment.

Strategic Issues

For FY 2002, the Board of Elections and Ethics has set the following priorities:

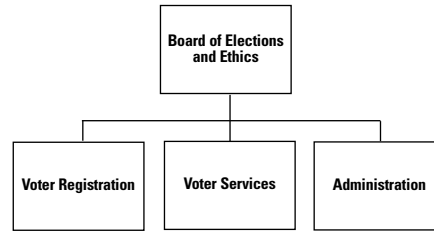
- Use information technology to improve the accuracy and timeliness of the voting process.
- Upgrade the board's 20-year-old voter tab-

Agency Background

The U.S. Congress created the District Board of Elections and Ethics on October 4, 1955. The three members of the board are responsible for administering all the electoral processes for 8 election wards, 140 voting precincts, 37 advisory

Figure DL0-1

Board of Elections and Ethics



neighborhood commissions (ANC), and 299 ANC single member districts.

In 1978, the Initiative, Referendum, and Recall Procedures Act was passed; it allows District voters to file with the Board ballot questions (referendums) to be placed before all District voters.

Programs

The Board of Elections and Ethics provides the following programs (figure DL0-1):

Voter Registration notifies all registered qualified electors of their polling place locations by mail. It also ensures that all registered qualified voters are educated on new voting systems.

Voter Services monitors candidate qualification. Before each election, Voter Services:

- Provides candidates with the information and documents necessary for them to qualify for office, including petitions and declarations of candidacy.
- Manages challenges during the period when any registered voter can challenge a candidate's petition to run for office.
- Provides badges for all poll watchers.

Administration oversees the planning, management, and conduct of elections in the District. When precincts must be relocated, it identifies facilities that are accessible to people with disabilities. This office also:

- Keeps the public informed by designing and directing a comprehensive public information program related to registration, candidate qualification, and voter services.
- Handles procurement for the board.
- Designs and maintains the organizational structure of the board's services.

- Advises board members of the possible effects of proposed policy or legislative changes.
- Implements board policies and regulations.

Funding Summary

The proposed FY 2002 budget for all funding sources is \$3,503,118, an increase of \$253,252, or 7.8 percent over the FY 2001 approved budget. Of this net increase, there is a \$7,299 decrease in personal services to align the budget with existing authorized positions. The \$260,551 increase in nonpersonal services comprises a \$3,367 decrease for utilities, a \$26,812 decrease for telecommunications, and a \$290,730 net increase for rent, security, janitorial costs, and other services and charges. Of this \$290,730 increase, \$150,000 is for a city-wide voter education mailer and \$100,000 is for redistricting efforts. The FY 2002 budget includes a \$19,444 decrease in fixed costs for management reform savings. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Trend Data

Table DL0-3 and figure DL0-2 show expenditure and employment histories for FY 1998–FY 2002.

Agency Goals and Performance Measures

Goal 1. To register qualified residents and educate voters on the voting process.

Citywide Strategic Priority Area: Making government work; Enhancing unity of purpose and democracy

Manager: Kathryn A. Fairley, Registrar of Voters

Supervisor: Alice P. Miller, Executive Director

Table DL0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Board of Elections and Ethics

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	1,477	1,583	1,685	102
Regular Pay - Other	440	246	170	-76
Additional Gross Pay	202	28	28	0
Fringe Benefits	242	291	258	-33
Unknown Payroll Postings	-2	0	0	0
<i>Subtotal Personal Services (PS)</i>	<i>2,360</i>	<i>2,148</i>	<i>2,141</i>	<i>(7)</i>
Supplies and Materials	51	25	25	0
Utilities	29	60	57	-3
Communications	65	80	53	-27
Rentals - Land and Structures	122	138	158	20
Janitorial Services	0	0	20	20
Security Services	0	0	24	24
Other Services and Charges	641	618	845	227
Contractual Services	129	96	96	0
Equipment and Equipment Rental	135	85	85	0
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>1,171</i>	<i>1,102</i>	<i>1,363</i>	<i>261</i>
Total Proposed Operating Budget	3,531	3,250	3,503	253

Table DL0-2

FY 2002 Full-Time Equivalent Employment LevelsBoard of Elections and Ethics

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full time	26.00	48.00	38.00	-10.00
Term full time	16.25	2.00	12.00	10.00
Total FTEs	42.25	50.00	50.00	0.00

Measure 1.1: Percent of voter services programs administered

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	N/A	N/A	75	85	TBD
Actual	N/A	N/A	-	-	-

Measure 1.2: Accuracy of voter registry (percent)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	70	70	75	80	88
Actual	72	74	-	-	-

Table DL0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Board of Elections and Ethics

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	2,625	2,799	3,214	3,250	3,503
Other	1	0	317	0	0
Totals	2,626	2,799	3,531	3,250	3,503

Measure 1.3: Percent of eligible residents located and identified

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	70	74	75	80	88
Actual	72	75	-	-	-

Measure 1.4: Percent of residents provided with voter education and information on updated voting systems

	1999	2000	Fiscal Year		
			2001	2002	2003
Target	N/A	N/A	85	100	100
Actual	N/A	N/A	-	-	-

Goal 2. Perform comprehensive planning and support for election operations.

Citywide Strategic Priority Area: Making government work; Enhancing unity of purpose and democracy

Manager: Marvin A. Ford, Chief of Staff

Supervisor: Alice P. Miller, Executive Director

Measure 2.1: Percent of polling places identified as capable of serving the disabled community

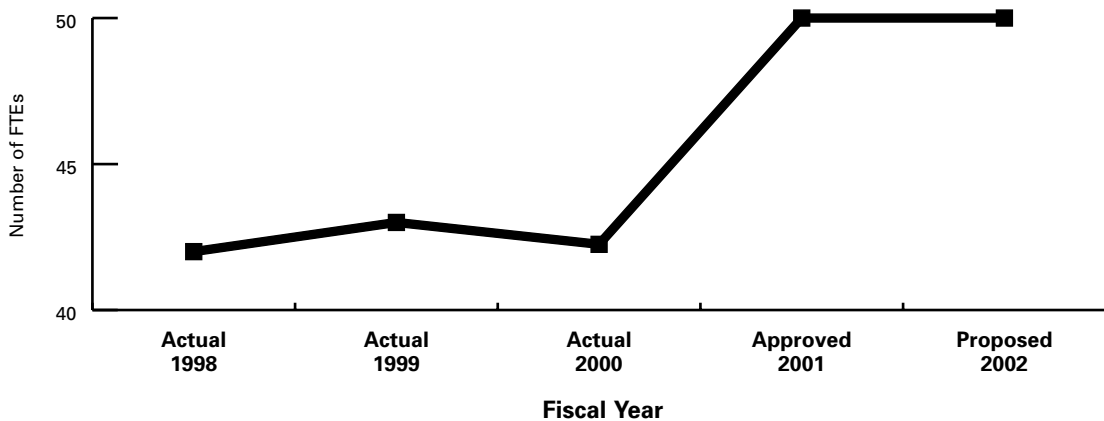
	1999	2000	Fiscal Year		
			2001	2002	2003
Target	75	80	85	90	95
Actual	80	85	90	-	-

Note: FY 2001 actual figure is from October 2000 through January 2001.

Figure DL0-2

Board of Elections Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)



Measure 2.2: Percent of Intra-District coordination for agency activities surrounding elections, such as security and drivers, that is provided by the Board

	1999	2000	Fiscal Year 2001	2002	2003
Target	80	85	90	95	100
Actual	100	100	100	-	-

Note: FY 2001 actual figure is from October 2000 through January 2001.

Measure 2.3: Percent of planned Internet Web site complete

	1999	2000	Fiscal Year 2001	2002	2003
Target	75	80	90	95	100
Actual	80	85	95	-	-

Note: FY 2001 actual figure is from October 2000 through January 2001.

Goal 3. Manage poll worker activities and provide required staffing assignments.

Citywide Strategic Priority Areas: Making government work; Enhancing unity of purpose and democracy

Manager: Marvin A. Ford, Chief of Staff

Supervisor: Alice P. Miller, Executive Director

Measure 3.1: Number of poll workers

	1999	2000	Fiscal Year 2001	2002	2003
Target	1,200	1,400	1,500	1,700	2,500
Actual	1,312	3,000	1,788	-	-

Note: FY 2001 actual figure is from October 2000 through January 2001.

Goal 4. Establish priorities for the Board in matters regarding election related legal disputes.

Citywide Strategic Priority Areas: Making government work; Enhancing unity of purpose and democracy

Manager: Kenneth J. McGhie, General Counsel

Supervisor: Alice P. Miller, Executive Director

Measure 4.1: Percent of legal matters before the Board that are competently analyzed

	1999	2000	Fiscal Year 2001	2002	2003
Target	93	90	95	100	TBD
Actual	N/A	N/A	-	-	-

Measure 4.2: Percent of pending legislation that will affect the Board's processes that receive statutory recommendations and comments

	1999	2000	Fiscal Year 2001	2002	2003
Target	85	88	90	92	TBD
Actual	N/A	N/A	-	-	-

Office of Campaign Finance

FY 2002 Proposed Operating Budget: \$1,388,063
FY 2002 Proposed Capital Budget: \$0

The Office of Campaign Finance ensures public trust in the integrity of the election process and government services by regulating the financial disclosure process and conduct of political campaigns and candidates, lobbyists, public officials, and political committees, pursuant to the D. C. Campaign Finance Reform and Conflict of Interest Act, the D.C. Merit Personnel Act, and the Federal Ethics Reform Act.

The proposed FY 2002 operating budget is \$1,388,063, an increase of \$179,336, or 14.8 percent, over the FY 2001 approved budget.

Budget Summary

The proposed FY 2002 operating budget is \$1,388,063, an increase of \$179,336, or 14.8 percent, over the FY 2001 approved budget (table CJ0-1). The Office of Campaign Finance (OCF) receives 100 percent of its funding from local sources. There are 15 full-time equivalents (FTEs) supported by this budget.

Strategic Issues

- Improve public access to the disclosure of campaign finance activity by providing new mediums to deliver the information.
- Improve the timeliness of campaign finance regulations, information brochures, OCF forms, interpretive opinions, and investigative orders.

FY 2002 Initiatives

- Monitor the campaigns of candidates participating in the September 11, 2001, primary election for the offices of Mayor, chairman and

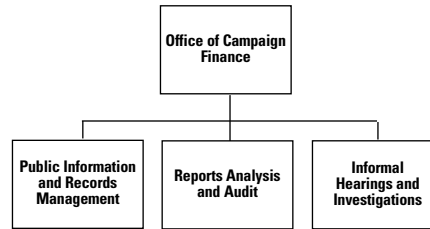
members of the Council, and U.S. senator and representative.

- Increase service delivery by monitoring and evaluating the electronic filing system introduced in FY 2001.
- Continue to monitor the effectiveness of the agency's Web site in delivering information from required filings, including summaries of reported financial information by candidates and political committees, as well as statistical analysis of reported data.

Agency Background

The OCF was established in 1974 by Public Law 93-376, the D.C. Campaign Finance Reform and Conflict of Interest Act, to regulate the financial disclosure process and the conduct of political campaigns and candidates, lobbyists, public officials, and political committees. The OCF is an independent agency that reports to the D.C. Board of Elections and Ethics.

Figure CJ0-1
Office of Campaign Finance



Programs

OCF (figure CJ0-1) carries out its mission through three major programs.

Records Management and Retention is responsible for forms management; data entry and imaging of thousands of document pages for the public record; releasing all reports for public inspection within 48 hours as statutorily mandated; and disseminating press releases and other media-related information.

Reports Analysis/Audit analyzes and reviews all financial and disclosure reports and documents submitted by candidates, political committees, constituent service programs, lobbyists, and statehood fund authorities. The program also conducts desk and field audits, reviews and analyzes the Financial Disclosure Statements of public officials, prepares and compiles statistical reports and summaries, provides technical assistance to required filers and the public, and conducts educational seminars.

Informal Hearings/Investigations conducts informal hearings and investigations of alleged violations of the Campaign Finance Act, and conducts ethics seminars. The general counsel performs legal research, including analysis of federal law to determine its applicability to the District. The program also promotes voluntary compliance for filings, registrations, and activity requirements mandated by the act.

Trend Data

Table CJ0-3 shows expenditure history for FY 1998-FY 2002.

Funding Summary

There is an increase of \$18,203 in personal services and a net increase of \$161,133 in nonpersonal services. The OCF receives 100 percent of its funding from local sources. The increase of \$18,203 in personal services is to align the agency's personal services budget with current authorized staffing levels. The net increase in nonpersonal services consists of a \$4,537 net decrease in fixed costs and a net increase of \$165,670 in other services and charges for equipment. The FY 2002 budget includes a \$2,046 decrease in fixed costs for management reform savings. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Agency Goals and Performance Measures

Goal 1. Increase technological capabilities to improve delivery of services.

Citywide Strategic Priority Areas: Making government work; Enhancing unity of purpose and democracy

Manager: Jean Scott Diggs, Chief of Staff

Supervisor: Cecily E. Collier-Montgomery, Director

Measure 1.1: Percent of respondents that use the electronic filing system

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	N/A	N/A	95	95	TBD
Actual	N/A	N/A	-	-	

Table CJ0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of Campaign Finance

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	706	779	797	18
Regular Pay - Other	22	10	10	0
Additional Gross Pay	8	4	4	0
Fringe Benefits	116	124	123	0
<i>Subtotal Personal Services (PS)</i>	<i>852</i>	<i>917</i>	<i>935</i>	<i>18</i>
Supplies and Materials	11	10	10	0
Utilities	31	30	26	-4
Communications	2	4	1	-3
Rentals - Land and Structures	0	16	19	2
Janitorial Services	0	0	15	15
Security Services	0	0	29	29
Other Services and Charges	58	62	345	283
Equipment and Equipment Rental	0	170	9	-161
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>102</i>	<i>292</i>	<i>453</i>	<i>161</i>
Total Proposed Operating Budget	954	1,209	1,388	179

Table CJ0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of Campaign Finance

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full time	15.5	15	15	0
Total FTEs	15.5	15	15	0

Table CJ0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Office of Campaign Finance

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	764	885	954	1,209	1,388
Gross Funds	764	885	954	1,209	1,388

Measure 1.2: Percent of campaign finance forms, brochures, regulations, calendars, interpretative opinions, and summary reports of filings that are available on the office's Internet home page

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	N/A	N/A	95	95	TBD
Actual	N/A	N/A	-	-	-

Goal 2. Issue timely, reliable guidance to the regulated community to enhance compliance with the D.C. Campaign Finance Act.

Citywide Strategic Priority Area: Making government work

Manager: Jean Scott Diggs, Chief of Staff

Supervisor: Cecily E. Collier-Montgomery, Director

Measure 2.1: Percent of written requests concerning the application of the D.C. Campaign Finance Act to a specific or general activity or transaction that receive an interpretative opinion within the targeted timeframe of thirty days upon receipt of request

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	100	100	100	100	100
Actual	100	100	-	-	-

Goal 3. Ensure full and complete disclosure of information required by the D.C. Campaign Finance Act.

Citywide Strategic Priority Areas: Making government work

Manager: Richard Mathis, Supervisory Auditor

Supervisor: Cecily E. Collier-Montgomery, Director

Measure 3.1: Percent of all financial disclosure records filed for compliance with the requirements of the D.C. Campaign Finance Act and Standard Operating Procedures that are reviewed, evaluated, and analyzed before the next filing deadline (deadlines vary)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	100	100	100	100	TBD
Actual	80	85	-	-	-

Measure 3.2: Percent of field audits completed on selected committees based on desk audit findings, investigations and special requests

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	100	100	100	100	TBD
Actual	100	100	-	-	-

Measure 3.3: Percent of statistical reports and summaries of desk reviews, evaluations, analysis and field audits conducted on various filing entities disseminated within targeted timeframes (times vary)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	100	100	100	100	TBD
Actual	100	100	-	-	-

Goal 4. Investigate and adjudicate matters concerning alleged violations of the D.C. Campaign Finance Act in a timely manner.

Citywide Strategic Priority Area: Making government work

Manager: Kathy S. Williams, General Counsel

Supervisor: Cecily E. Collier-Montgomery, Director

Measure 4.1: Percent of complaints of alleged violations of the D.C. Campaign Finance Act that are investigated, addressed in hearings, and resolved within the statutory timeframe of ninety days

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	100	100	100	100	TBD
Actual	100	100	-	-	-

Goal 5. Promulgate regulations governing the conduct of the regulated community.

Citywide Strategic Priority Area: Making government work

Manager: Kathy S. Williams, General Counsel

Supervisor: Cecily E. Collier-Montgomery, Director

Measure 5.1: Percent of regulations amended annually (when needed) and new rules drafted to be consistent with changes in legislation and administrative policy

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	100	100	100	100	TBD
Actual	100	100	-	-	-

Goal 6. Increase public awareness of the requirements of the D.C. Campaign Finance Act.

Citywide Strategic Priority Areas: Making government work; Enhancing unity of purpose and democracy

Manager: Michael Simpson, Public Affairs Specialist

Supervisor: Cecily E. Collier-Montgomery, Director

Measure 6.1: Percent of all financial reports, organization and candidate registration statements, lobbyist reports, financial disclosure statements, and other documents processed and maintained in an accurate and current record to ensure timely availability to the public

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	100	100	100	100	TBD
Actual	100	100	-	-	-

Measure 6.2: Percent of listings of financial and other disclosure information required for submission by May 15 and publication by June 15 in the D.C. Register by the D.C. Office of Documents developed and compiled

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	100	100	100	100	TBD
Actual	100	100	-	-	-

Measure 6.3: Percent of District Government agency heads that help produce an accurate and current filing of persons required to file Financial Disclosure Statements (FDS)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	95	95	95	95	TBD
Actual	95	95	-	-	-

Public Employee Relations Board

FY 2002 Proposed Operating Budget: \$686,000
FY 2002 Proposed Capital Budget: \$0

The Public Employee Relations Board provides for the impartial resolution of labor-management disputes in the District government pursuant to the District of Columbia's Comprehensive Merit Personnel Act of 1978.

The FY 2002 proposed operating budget from all funding sources is \$686,000, an increase of \$34,449, or 5.3 percent, over the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the Public Employee Relations Board (PERB) is \$686,000, an increase of \$34,449, or 5.3 percent, over the FY 2001 approved budget (table CG0-1). There are 4 full-time equivalents (FTEs) supported by this budget, no change from FY 2001 (table CG0-2).

Strategic Issues

In FY 2002, PERB will foster positive, productive labor-management relations as part of its statutory responsibilities. To this end, it will:

- Enforce its orders and defend any appeals filed either in the D.C. Superior Court or the D.C. Court of Appeals.
- Review PERB Rules and amend those rules as needed.
- Schedule and hold hearings and render decisions in a timely manner.

FY 2002 Initiatives

- Implement agency Web site.
- Complete conversion of agency files to CD-ROM, which will allow PERB to process

requests made by the labor-management community more efficiently.

Agency Background

PERB is an impartial, quasi-judicial, independent agency empowered with the exclusive jurisdiction to resolve labor-management disputes between District government agencies and labor organizations representing employees of those agencies. PERB was created pursuant to Section 501 of the District of Columbia Comprehensive Merit Personnel Act (CMPA), which became effective January 1, 1980.

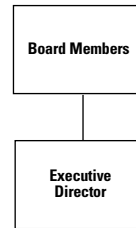
Programs

Pursuant to Section 501 of the CMPA, PERB is responsible for:

- Determining appropriate compensation and noncompensation units for unionized District employees.
- Adjudicating unfair labor practice complaints.
- Facilitating the resolution of impasses in contract negotiations.
- Adopting rules and regulations for conducting the business of PERB.

Figure CG0-1

Public Employee Relations Board



- Certifying and decertifying collective bargaining units, i.e., granting the unionization of a select group of District government employees. Determination to certify is made on a case-by-case basis based on the supporting documents filed by a labor organization. The essential ingredient is “community of interest.” In addition, the collective bargaining unit must promote effective labor relations and efficiency in agency operations.

Once a collective bargaining unit is certified, that certification stays in place until a decertification petition is filed and granted pursuant to Board Rule 505. Such petitions may be filed by an employer, an employee, or employees in the certified collective bargaining unit. If PERB determines that a majority of the District government employees in the unit do not wish to be represented by the labor organization, then PERB can decertify the collective bargaining unit.

- Investigating complaints about unfair labor practices and standards of conduct when an allegation is made that the District, a labor organization, or District government employee(s) have violated the labor management provisions of the Comprehensive Merit Personnel Act (CMPA). If there are no issues of fact to be determined, PERB may issue a decision based on the law. However, if there are issues of fact to be determined, PERB assigns a hearing examiner to conduct a hearing. The hearing examiner provides PERB with a report and recommendation. PERB can adopt, reject, or modify the hearing examiner’s findings and conclusions.

- Considering appeals of grievance arbitration awards. Additionally, PERB reviews negotiability appeals in order to determine if a proposal is within the scope of bargaining.
- Defending agency decisions and orders that are appealed in the D.C. Superior Court and the D.C. Court of Appeals. Pursuant to D.C. Code Sec. 1-618.13(c), any person aggrieved by a final order issued by PERB may appeal to the D.C. Superior Court within 30 days of PERB’s order. If the aggrieved party is not satisfied with the D.C. Superior Court decision, he or she may appeal the decision to the D.C. Court of Appeals.
- Publishing PERB’s decisions in the *D.C. Register*.

Consistent with the above-noted responsibilities, PERB also is authorized to issue subpoenas, conduct hearings, seek judicial enforcement of its orders, and retain independent counsel to represent its interests.

Figure CG0-1 is the organizational chart for PERB.

Funding Summary

The Public Employee Relations Board receives 100 percent of its funding from local sources. The proposed FY 2002 local budget is \$686,000, an increase of \$34,449 over the FY 2001 approved budget. Of this increase in funding, personal services increased by \$27,963 and nonpersonal services increased by \$6,486.

The change in personal services is a \$27,963 increase to align the agency’s personal services budget with current authorized staffing levels and provide step increases. Refer to the FY 2002

Table CG0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Public Employee Relations Board

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	191	244	265	21
Additional Gross Pay	17	0	0	0
Fringe Benefits	36	41	48	7
<i>Subtotal Personal Services (PS)</i>	<i>245</i>	<i>285</i>	<i>313</i>	<i>28</i>
Supplies and Materials	3	3	3	0
Communications	5	18	4	-14
Rentals - Land and Structures	90	96	97	1
Janitorial Services	0	0	2	2
Other Services and Charges	16	62	42	-20
Contractual Services	109	181	225	43
Equipment and Equipment Rental	28	6	0	-6
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>249</i>	<i>366</i>	<i>373</i>	<i>6</i>
Total Proposed Operating Budget	494	652	686	34

Table CG0-2

FY 2002 Full-Time Equivalent Employment LevelsPublic Employee Relations Board

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full-time	3	4	4	0
Total FTEs	3	4	4	0

Table CG0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

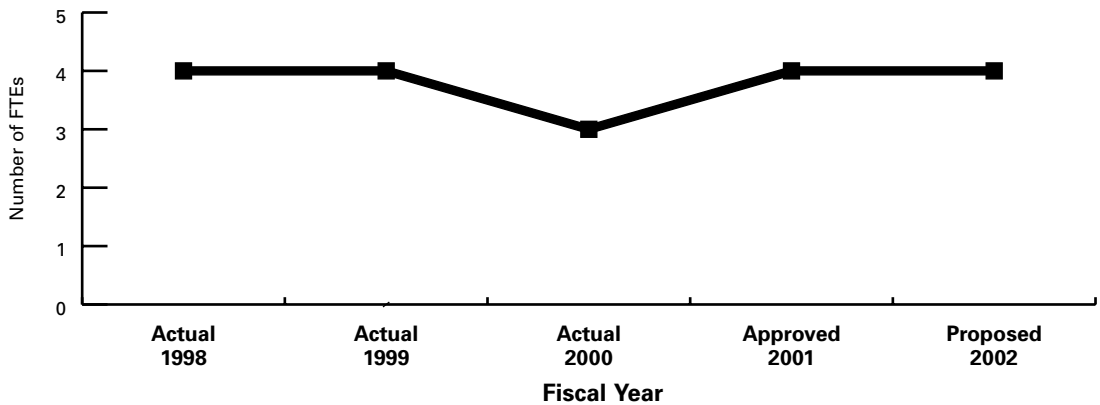
Public Employee Relations Board

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	420	515	494	652	686
Gross Funds	420	515	494	652	686

Figure CG0-2

PERB Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)



Operating Appendices (bound separately) for details.

The change in nonpersonal services comprises:

- \$45,158 increase for contractual services.
- \$20,126 decrease in other services and charges.
- \$12,357 net decrease in rent and telecommunications.
- \$6,189 decrease for equipment and supplies.

Trend Data

Table CG0-3 and figure CG0-2 shows expenditure and employment histories for FY 1998–Proposed FY 2002.

Agency Goals and Performance Measures**Goal 1. Foster positive, productive labor-management relations.**

City-wide Strategic Priority Area: Making government work

Manager: Julio A. Castillo, Executive Director

Supervisor: Julio A. Castillo, Executive Director

Performance Measure 1.1: Percentage of cases decided within 120 days of submission to the Board

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	100	100	100	TBD
Actual	NA	100	—	—	—

Performance Measure 1.2: Percentage of decisions transmitted to the D.C. Register for publication within 60 days of issuance

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	100	100	100	TBD
Actual	NA	100	—	—	—

Performance Measure 1.3: Percentage of cases appealed to courts in which the Public Employee Relations Board prevailed

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	80	70	80	TBD
Actual	NA	100	—	—	—

Performance Measure 1.4: Percentage of compensation impasse resolution cases that meet statutory time targets (e.g., mediation within 30 days, arbitration within 45 days after the panel has been established)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	100	100	100	TBD
Actual	NA	100	—	—	—

Office of Employee Appeals

FY 2002 Proposed Operating Budget: \$1,540,000
FY 2002 Proposed Capital Budget: \$0

The Office of Employee Appeals renders legally sufficient, impartial, timely decisions on appeals in which District government employees have challenged decisions regarding adverse actions, reductions in force, performance evaluations, and classifications of positions.

The FY 2002 proposed operating is \$1,540,000, an increase of \$105,805, or 7.4 percent, over the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the Office of Employee Appeals (OEA) is \$1,540,000, an increase of \$105,805, or 7.4 percent, over the FY 2001 approved budget (table CH0-1). The budget supports 15.5 full-time employees (FTEs), an increase of 0.5 FTE over FY 2001 (table CH0-2).

Strategic Issue

The OEA will reduce the average time necessary to resolve an appeal.

FY 2002 Initiative

The OEA will develop and implement a plan to reduce the average time to resolve an appeal.

Agency Background

The OEA was established in 1978 by the District of Columbia Comprehensive Merit Personnel Act. The OEA board comprises five members, each of whom has a demonstrated knowledge of personnel management and labor relations. The board receives and reviews appeals of the hearing

examiners' initial decisions and renders written opinions and orders on whether the initial decisions are legally sound.

Programs

The OEA is a quasi-judicial agency charged with hearing and adjudicating appeals filed by District government employees. The appeals process is established by statute and implemented by OEA's rules.

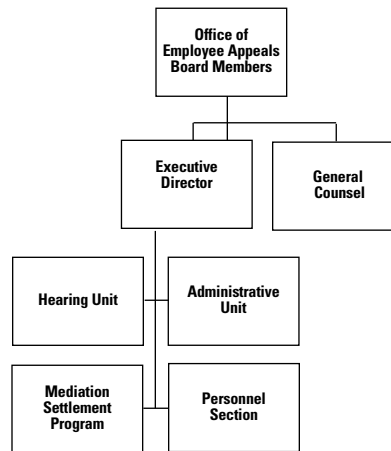
The OEA hears appeals from District government employees challenging an agency's final decisions on (1) a performance rating resulting in the employee's termination; (2) an adverse action for cause resulting in the employee's termination, a reduction in grade, or a suspension of 10 days or more; or (3) a reduction in force. The OEA also offers a mediation program geared toward avoiding the protracted litigation common in personnel disputes.

The OEA achieves its mission through three functions:

Evidentiary Hearings. The OEA is the forum for an employee's initial hearing on an appeal. The hearing examiners conduct evidentiary

Figure CH0-1

Office of Employee Appeals



hearings in which parties present witnesses and other evidence, and they review the testimony and evidence and render a written initial decision.

Board Opinions and Orders. If the initial decision is appealed to the OEA Board, the Office of the General Counsel prepares a written opinion and order for the board. Opinions and orders may be appealed to the D.C. Superior Court and the D.C. Court of Appeals.

Mediation. The OEA provides mediation that offers an informal means of helping parties resolve disputes without resorting to formal litigation. All OEA hearing examiners have received mediation training.

Figure CH0-1 is the organizational chart for OEA.

Funding Summary

The proposed FY 2002 local budget for the OEA is \$1,540,000, an increase of \$105,805, or 7.4 percent, over the FY 2001 approved budget. The OEA receives 100 percent of its funding from local sources. Of this net increase, personal services increased by \$109,086, and nonpersonal services decreased by \$3,281.

The increase in personal services is designed to align the personal services budget with current authorized staffing levels. The net decrease in nonpersonal services represents a \$22,903 decrease in telecommunications and rent, a \$5,000 net

increase in contractual and other services and charges, and a \$14,622 net increase in equipment and supplies, which will include funding for the purchase of a computerized index system. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Trend Data

Table CH0-3 and figure CH0-2 show expenditure and employment histories for FY 1998–FY 2002.

Agency Goals and Performance Measures

Goal 1. Reduce the backlog of appeals.

Citywide Strategic Priority Area: Making government work

Manager: Warren M. Cruise, Esq., Executive Director

Supervisor: Warren M. Cruise, Esq., Executive Director

Measure 1.1: Number of initial decisions issued

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	320	320	320	320	320
Actual	326	348	-	-	-

Goal 2. Issue Opinions and Orders on petitions for review.

Citywide Strategic Priority Area: Making government work

Table CH0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of Employee Appeals

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	835	865	915	50
Regular Pay - Other	44	33	50	17
Additional Gross Pay	9	0	0	0
Fringe Benefits	114	114	156	42
Unknown Payroll Postings	-39	0	0	0
<i>Subtotal Personal Services (PS)</i>	<i>963</i>	<i>1,012</i>	<i>1,121</i>	<i>109</i>
Supplies and Materials	8	9	9	0
Communications	9	23	9	-14
Rental - Land and Structures	255	285	275	-9
Security Service	0	5	5	
Other Services and Charges	24	44	30	-13
Contractual Services	54	35	48	13
Equipment and Equipment Rental	26	27	42	15
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>376</i>	<i>422</i>	<i>419</i>	<i>-3</i>
Total Proposed Operating Budget	1,339	1,434	1,540	106

Table CH0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of Employee Appeals

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full time	13	13	15	2
Term full time	1	2	0.5	-1.5
Total FTEs	14	15	15.5	0.5

Table CH0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

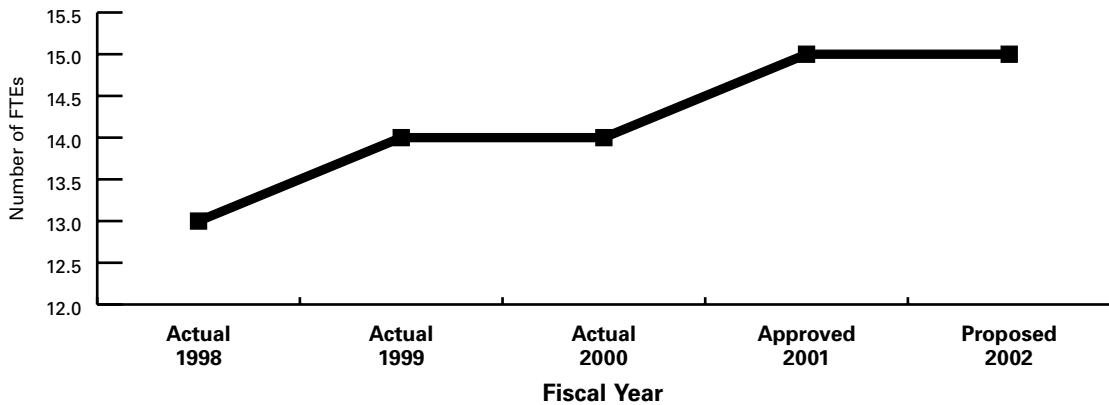
Office of Employee Appeals

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	974	1,159	1,339	1,434	1,540
Gross Funds	974	1,159	1,339	1,434	1,540

Figure CH0-2

Office of Employee Appeals' Employment Levels, FY 1998–Proposed FY 2002

(gross FTEs)



Manager: Harley J. Daniels, Esq., General Counsel

Supervisor: Harley J. Daniels, Esq., General Counsel

Measure 2.1: Number of Opinions and Orders (on petitions for review) issued

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	55	40	40	30-40	30-40
Actual	60	40	-	-	-

Goal 3. Encourage employees and agencies to mediate rather than adjudicate or litigate.

Citywide Strategic Priority Areas: Making government work

Manager: Warren M. Cruise, Esq., Executive Director

Supervisor: Warren M. Cruise, Esq., Executive Director

Measure 3.1: Number of mediations conducted

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	55	55	15	15	15
Actual	2	12	-	-	-

Note: FY 1999 actual figure was lower than expected because the program was suspended to make procedural changes from October 1998 through September 1999.

Metropolitan Washington Council of Governments

FY 2002 Proposed Operating Budget:

\$367,000

FY 2002 Proposed Capital Budget:

\$0

The mission of the Metropolitan Washington Council of Governments is to enhance quality of life in the Washington metropolitan region and to strengthen the region's competitive advantage in the global economy by providing a forum for consensus building and policy making; implementing intergovernmental policies, plans, and programs; and supporting the region as an expert information resource.

The FY 2002 proposed operating budget is \$367,000, which represents no change from the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget is \$367,000, which represents no change from the FY 2001 approved budget (table EA0-1). This funding reflects the District of Columbia's formula-based contribution to the Metropolitan Washington Council of Governments (COG). There are no full-time equivalent (FTE) positions associated with this budget. The District's contribution to COG's budget is solely from local sources.

Strategic Issues

- Foster cooperative relationships among government bodies throughout the metropolitan Washington area.
- Advocate for the quality of life of all our citizens.
- Promote better air and water quality.
- Decrease the magnitude of traffic congestion on area roads.

FY 2002 Initiatives

COG is currently engaged in a number of initiatives that will constitute the organization's major accomplishments for FY 2002. They include affordable housing, COGBuy.com, a regional web-based e-procurement system, and an Energy Performance Contracting/Energy Efficiency project that will benefit school districts, hospitals and regional organizations. The Transportation Planning Board at COG will continue to examine and prioritize the region's transportation funding needs and also investigate the issues of job access and mobility in the area. A COG Digital Divide Task Force will identify ways local governments can enhance area residents' access to computer technology.

Affordable Housing

COG will work on a regional policy on affordable housing. The organization will pursue innovative housing programs for low and moderate-income

families, make more housing data and information available, and support outreach programs and conferences on housing.

COGBuy.com

COG has developed a regional web-based electronic procurement system known as COGBuy.com that will be fully developed in early FY 2002. As the system develops, forty local governments and agencies with combined annual purchases in excess of \$2.5 billion will be connected in a system that automates procurement processes.

Contracting/Energy Efficiency

Energy performance contracting is a self-funding process designed to upgrade an agency's equipment and facilities in order to improve efficiency and reduce costs. COG, working with Chevron Energy Solutions, Inc., is in the process of finalizing an agreement with the University of the District of Columbia. COG plans to enter into similar, no-cost agreements with other entities in the District.

Agency Background

Founded in 1957, COG is an independent, non-profit association funded by federal and state grants and contracts, as well as donations from foundations and the private sector. COG has sought, and will continue to seek, additional sources of revenue to supplement the support requested from member governments. COG is the regional organization of the Washington, D.C. area's major local governments and their governing officials, as well as area members of the Maryland and Virginia State legislatures and the U.S. Senate and House of Representatives.

As the COG's acting policy body, the Board of Directors is responsible for allocating funds to support the delivery of services. Elected officials from COG's local jurisdictions make up its general membership and adopt the work program and budget at an annual meeting held in December. Additional information about COG is available at the Web site <www.mwccog.org>.

Programs

COG provides an array of services to citizens and area governments jurisdictions. COG's major programs fall into the following nine categories.

Transportation Planning for the Washington area is undertaken cooperatively with the area's local governments and the federal, state, and regional agencies responsible for funding and implementing transportation projects. This process is carried out through the National Capital Region Transportation Planning Board (TPB) at COG. The FY 2002 planning program will also include updated procedures to monitor travel on the region's major highway, transit, and bicycle facilities, and the adoption of improved travel forecasting procedures for the Washington region.

Commuter Connections is a comprehensive operational program of transportation demand management measures designed to alleviate highway congestion and reduce vehicle emissions. The program is coordinated through the TPB. Programs include ridematching services, employer outreach, education and development of telework programs, and promotions on the use of transportation alternatives to driving alone.

The **Metropolitan Planning and Economic Development** programs assist local governments with developing the planning databases and analytic tools needed to analyze regional economic and demographic change. The program provides COG member jurisdictions with analysis of current and projected growth trends and their implications for local governments. Additionally, the programs provide the TPB with necessary planning policies, data and coordination in its function as the Metropolitan Planning Organization (MPO) for the Washington region.

The **Housing Opportunities and Community Management** program covers a broad array of issues that are important to the policy developments of area local governments and their housing partners. These issues include data on the region's housing stock, Section 8 housing, homelessness, housing affordability, concentration of affordable housing, fair housing, and neighborhood redevelopment.

Public Safety planning, services, and coordination cover a broad range of issues, including law enforcement, fire safety, emergency preparedness, and corrections. The Public Safety program seeks to improve the quality of life for Washington area residents by supporting innovative regional policies and programs, developing regional mutual aid agreements, providing cost-effective technical

Table EA0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Metropolitan Washington Council of Governments

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Subsidies and Transfers	367	367	367	0
<i>Subtotal Nonpersonal Services (NPS)</i>	367	367	367	0
Total Proposed Operating Budget	367	367	367	0

assistance and training to local public safety officials and agencies, and developing public education and prevention measures.

The **Health and Human Services** program seeks to work with local and state agencies and the region's diverse non-profit community to help meet a variety of human services needs in the areas of substance abuse, public health, family services and intervention, child care, foster care, and adoption. In addition to developing studies and compiling data that identify regional needs, COG will focus on improving the quality of life of area residents in several areas. COG will also seek to link appropriate human services activities, such as juvenile crime prevention strategies and child protective services initiatives, with those of its Public Safety program to address the underlying causes of family and community violence that jeopardize area residents, especially the young.

The **Water Resources** planning and management programs include water quality monitoring and modeling, controlling urban nonpoint sources, and wastewater management. COG collectively addresses Chesapeake Bay Program policies, coordinates the development of Potomac River nutrient reduction strategies, develops policies on nitro-

gen removal at wastewater treatment plants, and provides assistance to the Blue Plains users. COG also addresses drinking water and public health issues; helps restore the Anacostia River; and advances urban stormwater management technologies, programs and policies.

The **Environmental Resources** program provides support to local government programs in the region that address solid waste management and recycling, energy management, airport noise pollution, pollution prevention, and alternative fuels programs. COG manages these programs to increase the opportunities to identify shared impacts and to develop consistent responses.

COG plays a central role in **Air Quality Planning** for the area. COG provides technical and administrative support to the Metropolitan Washington Air Quality Committee (MWAQC), which is certified to prepare air quality plans for the region. COG also administers the Air Quality Index (AQI), which reports actual pollution levels on a daily basis throughout the year. During the summer ozone season, COG supplements the AQI by coordinating issuance of an air quality forecast for the next day and provides this information to radio, television, and print media.

Funding Summary

The proposed FY 2002 operating budget for all funding sources for the District's contribution to COG is \$367,000, representing no change from FY 2001. There is no capital funding associated with this agency. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Trend Data

Table EA0-2 shows the expenditure history for FY 1998-FY 2002.

Table EA0-2

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Metropolitan Washington Council of Governments

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	374	374	367	367	367
Gross Funds	374	374	367	367	367

Office of the Corporation Counsel

FY 2002 Proposed Operating Budget: \$51,876,684
FY 2002 Proposed Capital Budget: \$0

The Office of the Corporation Counsel achieves the best outcome for its clients by (1) prosecuting crimes fairly and aggressively, (2) defending or initiating actions, (3) providing expert advice and counsel, and (4) executing commercial-style transactions on behalf of the government of the District of Columbia.

The FY 2002 proposed operating budget is \$51,876,684, an increase of \$3,781,530, or 7.9 percent, over the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the Office of the Corporation Counsel (OCC) is \$51,876,684, an increase of \$3,781,530, or 7.9 percent, over the FY 2001 approved budget (table CB0-1). This budget supports 537 full-time equivalents (FTEs), an increase of 21 FTEs over FY 2001 (table CB0-2). This increase is primarily attributable to (1) full funding of the Adoption and Safe Families Act (ASFA) for which \$1,881,264 is budgeted in support of 34 FTEs; (2) \$1,500,000 to support 20 additional FTEs per recommendation of the D.C. Appleseed Center report; (3) \$353,000 for Attorney Retention Allowances (ARA); and (4) \$100,000 for the implementation of a pilot mediation program and creation of the Temporary Assistance to Needy Families (TANF) Child Support Unit.

Strategic Issues

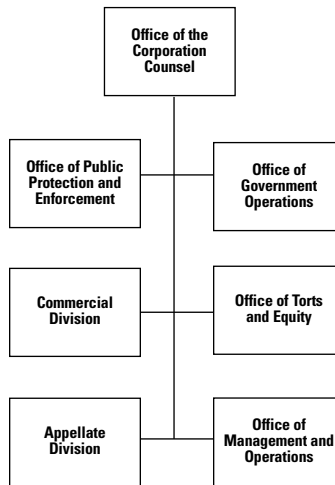
- Continued compliance with major mandates, including those specified by the Adoption and Safe Families Act and those required of the Child Support Enforcement Division.
- Organizational development to improve staffing and training.
- Information technology integration to support case/matter management.

FY 2002 Initiatives

- Fully implement ASFA with \$1.9 million in additional funding and 34 additional FTEs.
- Implement a case management system.
- Develop a plan to implement the recommendations of Hildebrandt International and the D.C. Appleseed Center with respect to the OCC.
- Implement a pilot mediation program similar to an existing program in the United States Attorneys' Office.

Figure CB0-1

Office of the Corporation Counsel



Agency Background

Pursuant to D.C. Code Section 1-361, the Corporation Counsel has responsibility for handling all the legal business of the District of Columbia, including all suits instituted by and against the D.C. government. At any given time, over 14,000 matters are pending in the OCC, including appellate, civil, and criminal cases in litigation as well as affirmative litigation in the areas of tax and welfare fraud and consumer protection. The OCC also provides legal advice and opinions to executive branch agencies.

The OCC handles legal matters that would typically be handled by state attorneys general, district or state attorneys, and city or county attorneys. It initiates and defends civil litigation on behalf of the District; handles appeals before the United States Court of Appeals for the District of Columbia Circuit Court, the District of Columbia Court of Appeals, and the U.S. Supreme Court; represents the District in administrative proceedings before various boards and commissions; prosecutes certain criminal acts; and provides legal advice and opinions to agencies and officials in the executive branch. The office also prosecutes violations of District regulations, certain misdemeanor offenses, and all cases involving juvenile delinquency, neglect, child abuse, and persons in need of supervision. It renders legal opinions on pending congressional and District legislation affecting the District.

Since its transfer from the District's

Department of Human Services in 1998, the OCC has been responsible for the Child Support Enforcement Program. The current caseload for this program is 129,000.

Programs

Figure CB0-1 shows the six program areas of the OCC, which was realigned from 15 divisions in FY 2000.

The **Office of Public Protection and Enforcement** serves to protect families, children, and special populations and prosecute crimes. This office includes the Civil, Criminal, Family, Mental Health, Child Support, and Investigations Divisions. For FY 2002, funding totals \$34,904,274 and 353 FTEs.

The **Office of Government Operations** provides legal advice and counsel to the Executive Office of the Mayor and to District government agencies. This office also oversees the agency counsel and their legal staff. For FY 2002, funding totals \$1,214,580 and 14 FTEs.

The **Office of Torts and Equity** is responsible for all defensive lawsuits, claims, and programmatic litigation involving class actions and agencies in receivership. For FY 2002, funding totals \$5,555,504 and 73 FTEs.

The **Commercial Division** is responsible for providing legal advice and handling litigation involving personnel and labor relations, procurement, tax

Table CB0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of the Corporation Counsel

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	20,062	20,880	23,137	2,257
Regular Pay - Other	2,568	5,354	5,326	-28
Additional Gross Pay	1,607	237	257	20
Fringe Benefits	3,317	4,155	4,236	81
Unknown Payroll Postings	-2	0	0	0
<i>Subtotal Personal Services (PS)</i>	<i>27,553</i>	<i>30,625</i>	<i>32,956</i>	<i>2,330</i>
Supplies and Materials	159	217	235	18
Utilities	234	682	356	-316
Communications	258	412	141	-271
Rentals - Land and Structures	0	109	414	305
Janitorial Services	0	0	217	217
Security Services	0	0	314	314
Other Services and Charges	1,863	2,434	1,125	-1,309
Contractual Services	13,911	10,607	13,213	2,607
Subsidies and Transfers	272	2,500	2,500	0
Equipment and Equipment Rental	320	509	396	-113
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>17,017</i>	<i>17,470</i>	<i>18,921</i>	<i>1,451</i>
Total Proposed Operating Budget	44,570	48,095	51,877	3,782

Table CB0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of the Corporation Counsel

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full-time	313.25	486.00	501.00	15.00
Term full-time	107.75	30.00	36.00	6.00
Total FTEs	421.00	516.00	537.00	21.00

matters, bankruptcy, finance, economic development, land use, public works, utilities, and regulations. For FY 2002, funding totals \$4,156,304 and 51 FTEs.

The **Appellate Division** handles all civil and criminal appeals in federal and District courts. For FY 2002, funding totals \$1,266,599 and 14 FTEs.

The **Office of Management and Operations**

manages human resources, finance, information technology and telecommunications, training, and internal and external communications. For FY 2002, funding totals \$3,946,404 and 24 FTEs.

In addition to the six program areas, funding for the immediate Office of the Corporation Counsel totals \$833,019 and 9 FTEs.

Table CB0-3

Capital Improvement Plan, FY 2000-FY 2007

(dollars in thousands)

Office of the Corporation Counsel

Cost Elements	Through Budgeted FY 2000 FY 2001		Total	EXPENDITURE SCHEDULE							6 Years Budget	Total Budget
				Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007			
a. Design	0	530	0	0	0	0	0	0	0	0	530	
b. Site	0	0	0	0	0	0	0	0	0	0	0	
c. Project mngmnt	0	1,100	0	0	0	0	0	0	0	0	1,110	
d. Construction	0	0	0	0	0	0	0	0	0	0	65,874	
e. Equipment	0	678	0	0	0	0	0	0	0	0	678	
Total	0	2,318	0	0	0	0	0	0	0	0	2,318	

Cost Elements	Through Budgeted FY 2000 FY 2001		Total	FUNDING SCHEDULE							6 Years Budget	Total Budget
				Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007			
a. Long-term financing	0	0	0	0	0	0	0	0	0	0	0	
b. Tobacco securitization	0	0	0	0	0	0	0	0	0	0	0	
c. Grants	0	0	0	0	0	0	0	0	0	0	0	
d. Pay go	0	2,318	0	0	0	0	0	0	0	0	2,318	
e. Hwy trust fund	0	0	0	0	0	0	0	0	0	0	0	
f. Equipment lease	0	0	0	0	0	0	0	0	0	0	0	
g. Alternative financing	0	0	0	0	0	0	0	0	0	0	0	
h. Other	0	0	0	0	0	0	0	0	0	0	0	
Total	0	2,318	0	0	0	0	0	0	0	0	2,318	

Table CB0-4

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Office of the Corporation Counsel

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	15,068	22,403	25,974	28,076	30,299
Federal	0	8,469	13,412	13,760	15,180
Other	193	1,913	3,927	4,129	4,332
Intra-District	1,822	936	1,257	2,130	2,065
Gross Funds	17,082	33,722	44,570	48,095	51,877

Funding Summary**Local**

The proposed FY 2002 local budget is \$30,299,334, an increase of \$2,223,177, or 7.9 percent, over the FY 2001 approved budget. This includes a \$2,392,792 increase in personal services

and a \$169,615 decrease in nonpersonal services.

Local funds will support 377.2 FTEs, an increase of 80.2 FTEs over the FY 2001 budget. The increase in FTEs is primarily attributable to the implementation of ASFA (34 FTEs), the realignment of 49 FTEs between local and federal funds within the Child

Support Enforcement program (no fiscal impact), 20 additional FTEs to address critical recommendations in the D.C. Appleseed Center report and one FTE in the TANF unit. The increase is partially offset by a decrease of 24 FTEs associated with savings initiatives in FY 2001. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Significant changes in the local budget include the following:

- \$1,881,264 increase for implementation of ASFA.
- \$1,500,000 increase and 20 FTEs to begin addressing the critical needs of OCC as noted in the D.C. Appleseed Center report.
- \$353,000 increase for ARAs in accordance with recommendations from the D.C. Appleseed Center report. The ARA is used to increase attorney compensation as a means of reducing turnover and improving the quality of legal work.
- \$50,000 increase to support a pilot mediation program. This program, called the Community Misdemeanor Mediation Service (CMMS), will be used to refer selected misdemeanor cases to mediation as an alternative to resolving cases, reducing the probability of future cases, and saving taxpayer dollars.
- \$50,000 increase for one additional FTE for the creation of the TANF unit. Funding will be used to support the TANF Child Support Units which will process claims and assist families leaving welfare to get the child support needed.
- \$751,310 decrease related to FY 2001 savings initiatives.
- \$113,416 decrease in equipment and equipment rental.
- \$207,871 net decrease in fixed costs, including a \$128,163 reduction for management reform savings.

Federal

The proposed FY 2002 federal budget is \$15,180,262, an increase of \$1,420,525, or 10.3 percent, over the FY 2001 approved budget. The increase is primarily attributable to an increase in the Title IV-D Paternity and Child Support Enforcement grant from the federal Department of Health and Human Services. The federal budget supports 118.8 FTEs, a decrease of 61.2 FTEs from FY 2001. The decrease in FTEs reflects a realignment of staff supported by local and federal funds (no fiscal impact).

Other

The proposed Other (O-type) budget is \$4,331,919, an increase of \$202,420, or 4.9 percent, over the FY 2001 approved budget. This increase is attributable to an anticipated increase in TANF revenue, fees for services, and driving under the influence fees. These funds will support 14 FTEs, an increase of 2 FTEs over FY 2001.

Intra-District

The proposed intra-District budget is \$2,065,169, a decrease of \$64,592, or 3.0 percent, from the FY 2001 approved budget. Intra-District funds will support 27 FTEs, unchanged from FY 2001. The decrease in intra-District funds is based on a reduced use of OCC services by agencies in FY 2002.

Capital Improvement Plan

The OCC capital program is designed to automate operational functions within the office to bring the agency to an optimum level of efficiency (table CB0-3).

Trend Data

Table CB0-4 shows expenditure history for FY 1998 through FY 2002.

Agency Goals and Performance Measures

Goal 1. Increase revenues through civil and criminal enforcement.

Citywide Strategic Priority Area Supported: Building and sustaining healthy neighborhoods; Making government work

Manager: Arabella W. Teal, Principal Deputy Corporation Counsel

Supervisor: Robert R. Rigsby, Corporation Counsel

Performance Measure 1.1: Civil division collections (millions of dollars)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	3.50	3.00	3.00	3.00
Actual	3.00	3.04	—	—	—

Performance Measure 1.2: Tax fraud collections (thousands of dollars)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	350	375	375
Actual	NA	300	—	—	—

Performance Measure 1.3: Revenue generated through criminal enforcement - traffic offenses (thousands of dollars)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	150.0	150.0	150.0
Actual	NA	NA	-	-	-

Performance Measure 1.4: Revenue generated through criminal enforcement - D.C. Offenses (thousands of dollars)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	50.0	50.0	50.0
Actual	NA	NA	-	-	-

Goal 2. Defending civil litigation against the District of Columbia.

Citywide Strategic Priority Area: Making government work

Manager: Arabella W. Teal, Principal Deputy Corporation Counsel

Supervisor: Robert R. Rigsby, Corporation Counsel

Performance Measure 2.1: Percentage of of appeals of judgement successfully defended (or brought) in federal and District appellate courts

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	70	70	70
Actual	NA	NA	—	—	—

Performance Measure 2.2: Percent of civil litigation successfully defended in federal and District trial courts

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	90	90	90	90
Actual	NA	90	—	—	—

Note: In the General Litigation Division, such litigation includes all matters of contingent liability in the areas of civil rights, torts, and contracts. In the Equity and Receivers Division, such litigation includes all matters of contingent liability and equitable relief in the areas of civil rights, all class action lawsuits, environmental matters, and special education. A successful defense is considered a judgement for the District (i.e., an outright win), a judgment against the District that is better than plaintiff's last settlement demand, or a dismissal.

Goal 3. Implementation of Adoption and Safe Families Act requirements.

Citywide Strategic Priority Areas: Strengthening children, youth, families and individuals;
Making government work

Manager: Arabella W. Teal, Principal Deputy Corporation Counsel

Supervisor: Robert R. Rigsby, Corporation Counsel

Note: Reaching these measures will depend on the continued funding of the Family Division under enhanced Adoption and Safe Families Act budgets pursuant to the OCC-CFSA Memorandum of Understanding and the LaShawn Consent Order, the configuration of the Superior Court Family Division, and extension of the D.C. ASFA Compliance Temporary Amendments Act of 2000.

Performance Measure 3.1: Complete pre-adjudication phase of each new case within 120 days of filing (percentage)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	50	75	85
Actual	NA	NA	—	—	—

Performance Measure 3.2: Percent of post-disposition permanency/review hearings attended

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	50	80	90
Actual	NA	NA	—	—	—

Performance Measure 3.3: Number of children's cases in which termination of parental rights cases/adoptions/legal guardianships that are initiated or joined to reduce the number of children in foster care over two years

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	NA	360	480
Actual	NA	NA	-	-	-

Goal 4. Provide critical services to District residents who depend on child support enforcement services.

Citywide Strategic Priority Areas: Strengthening children, youth, families, and individuals;
Making government work

Manager: Arabella W. Teal, Principal Deputy Corporation Counsel

Supervisor: Robert R. Rigsby, Corporation Counsel

Performance Measure 4.1: Child support collections (millions of dollars)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	47.6	47.1	47.1	47.1
Actual	44.5	45.7	-	-	-

Performance Measure 4.2: Percent increase in child support cases with child support orders

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	2.7	2.7	2.7
Actual	NA	3.0	-	-	-

Settlements and Judgments

FY 2002 Proposed Operating Budget:	\$23,450,000
FY 2002 Proposed Capital Budget:	\$0

The Settlements and Judgments fund provides the fiscal resources to settle claims and lawsuits and pay judgments in all types of tort cases entered against the District of Columbia.

The FY 2002 proposed operating budget totals \$23,450,000, no change from the FY 2001 approved budget.

Budget Summary

The FY 2002 proposed operating budget for the Settlements and Judgments fund is \$23,450,000, no change from the FY 2001 approved budget (table ZH0-1). No full-time equivalents (FTEs) are supported by this budget.

gram identifies both claims and lawsuits (based on established criteria) for early resolution.

Strategic Issue

In FY 2002, the Office of the Corporation Counsel will strive to reduce the District's overall level of risk by reducing, over time, the District's potential exposure to certain kinds of situations.

Agency Background

The Settlements and Judgments fund was created out of a need to address increased litigation against the District government over the last 25 years. The fund has been part of the District's annual appropriation for many years.

Historically, the Settlements and Judgments fund has been administered by the General Litigation Division located in the Office of the Corporation Counsel because most claims and lawsuits paid out of the fund are handled by this part of the office. Although the fund is the responsibility of the Corporation Counsel, which makes all final decisions about the use or placement of the fund in the agency, the fund is distinct and separate from the Corporation Counsel's operating budget.

The Office of the Corporation Counsel generally assesses the potential exposure to the District government in cases and claims paid through the Settlements and Judgments fund by reviewing the facts and the applicable law pertinent to cases.

FY 2002 Initiatives

- Institute a risk management program for all District executive branch agencies.
- Empower the risk manager, appointed by the Mayor to oversee these efforts and to coordinate risk management throughout the District from the perspective of prevention and claims investigation.
- Continue the Early Settlement Program implemented in FY 2000 and based in the General Litigation Division located in the Office of the Corporation Counsel. The pro-

Table ZH0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Settlements and Judgments

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Other Services and Charges	26,924	23,450	23,450	0
Contractual Services	41,242	0	0	0
<i>Total Nonpersonal Services (NPS)</i>	<i>68,166</i>	<i>23,450</i>	<i>23,450</i>	<i>0</i>
Total Proposed Operating Budget	68,166	23,450	23,450	0

Table ZH0-2

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Settlements and Judgments

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	21,031	19,658	68,166	23,450	23,450
Gross Funds	21,031	19,658	68,166	23,450	23,450

Often other factors are considered, including the degree of injury to the plaintiff and policy considerations. A recommendation to settle or litigate a case originates with the Assistant Corporation Counsel assigned to the case. Depending on the amount of settlement authority requested, the determination is then reviewed by several supervisors within the Office of the Corporation Counsel. The Corporation Counsel's authority to settle a case is limited to \$500,000; for amounts greater than \$500,000, the settlement decision rests with the Mayor.

Programs

The Office of the Corporation Counsel anticipates approximately 1,620 new lawsuits in FY 2002, the same number the District government handled in the previous two years. Not all of these anticipated new lawsuits will be tort cases to be paid from the Settlements and Judgments fund. Likewise, the Corporation Counsel anticipates approximately 2,500 claims to be filed in FY 2002 (similar to the previous two years).

Funding Summary

The proposed local budget is \$23,450,000, no change from FY 2001. Settlements and Judgments receives 100 percent of its funding from local sources. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Trend Data

Table ZH0-2 shows expenditure levels for FY 1998–Proposed FY 2002.

Office of the Inspector General

FY 2002 Proposed Operating Budget:

\$12,476,429

FY 2002 Proposed Capital Budget:

\$0

The mission of the Office of the Inspector General is to independently perform the following tasks:

1. Conduct and supervise audits, investigations, and inspections relating to the programs and operations of District government departments and agencies, including independent agencies.
2. Provide leadership; coordinate and recommend policies designed to promote economy, efficiency, and effectiveness; prevent and detect corruption, mismanagement, waste, fraud, and abuse in District programs and operations.
3. Provide a means of keeping the Mayor, Council, and District government department and agency heads fully and currently informed about problems and deficiencies relating to the administration of programs and operations and the necessity for corrective actions.

Budget Summary

The FY 2002 proposed operating budget for the Office of the Inspector General (OIG) is \$12,476,429, a decrease of \$77,832, or 0.6 percent, from the FY 2001 approved budget (table AD0-1). There are 108 full-time equivalents (FTEs) supported by this budget, representing an increase of 3 FTEs over the FY 2001 approved level (table AD0-2).

Strategic Issues

- Increase the number of inspections and evaluations of District managers in accordance with defined performance criteria.
- Fully develop, implement, and strengthen the Medicaid Fraud Control Unit.

FY 2002 Initiative

The Office of the Inspector General will establish a new performance measure, which will measure the percentage of OIG recommendations implemented by District agencies.

Agency Background

Public Law 104-8, the District of Columbia Financial Responsibility and Management Assistance Act of 1995, amended the Procurement Practices Act of 1985 and established an independent Office of the Inspector General. Under this statute, the Inspector General is appointed by the Mayor with the consultation of the District Council.

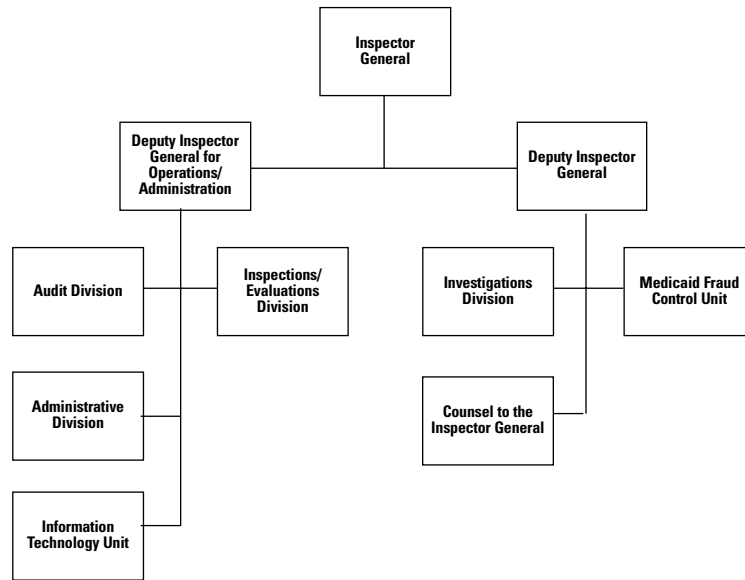
Programs

OIG accomplishes its mission through four programs: auditing, investigations, inspections and evaluations, and Medicaid Fraud.

The FY 2002 proposed operating budget is \$12,476,429, a decrease of \$77,832, or 0.6 percent, over the FY 2001 approved budget.

Figure AD0-1

Office of the Inspector General



The **Audit** program conducts audits, reviews, and analysis of financial, operational, and programmatic functions.

The **Investigations** program conducts investigations of fraud and other misconduct by District government employees and contractors doing business with the District of Columbia.

The **Inspections and Evaluations** program conducts inspections and evaluations of District managers in accordance with defined performance criteria. Managers and programs will be evaluated and rated in terms of overall efficiency and effectiveness.

The **Medicaid Fraud** program is responsible for investigating and prosecuting Medicaid fraud, recovering monies due to false claims, and investigating patient abuse.

Figure AD0-1 displays the entities that make up the OIG.

Funding Summary

Local

The proposed local budget is \$11,263,109, a decrease of \$29,533, or less than one percent, from the FY 2001 approved budget. Of this net decrease, \$120,422 is an increase in personal ser-

vices and \$149,955 is a decrease in nonpersonal services. There are 92 full-time positions funded by local sources, an increase of 2 FTEs over FY 2001.

The increase in personal services is for increased staffing in the Inspector General's information technology unit. The net decrease in nonpersonal services is to align the agency's fixed costs with fixed cost estimates. Refer to the FY 2002 Operating Appendices (bound separately) for details.

Federal

The proposed federal budget is \$1,213,320, an increase of \$107,365, or 9.7 percent, over the FY 2001 approved budget. Of this increase, \$84,410 is in personal services and \$22,955 is in nonpersonal services. There are 16 full-time positions funded by federal sources, an increase of one FTE over FY 2001. The increase in federal funding represents an increase in funding for the Medicaid Fraud program.

Trend Data

Table AD0-3 shows the expenditure history for FY 1998–Proposed FY 2002.

Table AD0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of the Inspector General

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2002
Regular Pay - Cont. Full Time	4,475	6,681	6,865	184
Regular Pay - Other	12	0	0	0
Additional Gross Pay	85	0	0	0
Fringe Benefits	568	901	922	21
<i>Subtotal Personal Services (PS)</i>	<i>5,140</i>	<i>7,581</i>	<i>7,786</i>	<i>205</i>
Supplies and Materials	67	89	96	8
Utilities	1	0	0	0
Communications	86	230	111	-119
Rentals - Land and Structures	390	749	684	-65
Security Services	0	0	10	10
Other Services and Charges	2,328	3,264	3,387	123
Contractual Services	300	0	0	0
Subsidies and Transfers	0	0	63	63
Equipment and Equipment Rental	422	486	341	-146
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>3,595</i>	<i>4,817</i>	<i>4,690</i>	<i>(127)</i>
Total Proposed Operating Budget	8,735	12,399	12,476	78

Table AD0-3

FY 2002 Full-Time Equivalent Employment LevelsOffice of the Inspector General

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Continuing full time	83	105	108	3
Total FTEs	83	105	108	3

Table AD0-3

FY 2002 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Office of the Inspector General

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	6,205	7,578	7,180	11,293	11,263
Federal	0	0	480	1,106	1,213
Other	0	0	916	0	0
Intra-District	0	0	158	0	0
Gross Funds	6,205	7,578	8,735	12,399	12,476

Agency Goals and Performance Measures**Goal 1. Promote economy, efficiency, and effectiveness and improve financial management.**

City-wide Strategic Priority Areas: Promoting economic development; Making government work

Manager: Cheryl Johnson, Deputy AIG for Audits

Supervisor: William J. DiVello, AIG for Audits

Performance Measure 1.1: Number of financial and performance audit reports produced on District programs and operations

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	25	13	16	18	20
Actual	24	16	—	—	—

Performance Measure 1.2: Number of management reports produced

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	15	17	19	21
Actual	4	15	—	—	—

Performance Measure 1.3: Savings due to audits (millions of \$)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	30.0	35.0	40.0	42.0	42.0
Actual	28.4	34.0	—	—	—

Note: The agency expects monetary savings to begin to level off and even decrease as it continues to audit District agencies, due to greater efficiency and implementation of corrective actions.

Performance Measure 1.4: Number of District agencies covered

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	16	18	20
Actual	NA	14	—	—	—

Note: The agency believes this new measure more accurately reflects work performed and audit areas of emphasis than the previous measure of ongoing audits, which previously had targets and goals of 15 and 17 for FY 1999, and 19 and 12 for FY 2000.

Goal 2. Abate public corruption and fraud in District agencies.

City-wide Strategic Priority Areas: Promoting economic development; Making government work

Manager: Alfred Miller, Deputy AIG for

Investigations

Supervisor: David M. Bowie, AIG for Investigations

Performance Measure 2.1: Number of investigation matters received

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	340	690	600	640	660
Actual	670	580	—	—	—

Performance Measure 2.2: Number of investigations opened

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	160	280	170	175	180
Actual	227	193	—	—	—

Performance Measure 2.3: Number of investigations closed

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	120	200	172	180	185
Actual	188	169	—	—	—

Performance Measure 2.4: Number of matters referred

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	20	130	150	155	160
Actual	34	149	—	—	—

Performance Measure 2.5: Number of referrals closed

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	28	68	123	130	144
Actual	51	115	—	—	—

Performance Measure 2.6: Number of investigation reports prepared

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	20	60	90	95	100
Actual	26	87	—	—	—

Performance Measure 2.7: Number of management reports prepared, including Management Alert, Fraud Alert, and Management Information Reports

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	16	18	20
Actual	NA	14	—	—	—

Note: Management reports began in FY 2000.

Performance Measure 2.8: Number of hotline calls received

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	164	375	340	374	400
Actual	294	327	—	—	—

Goal 3. Promote economy, efficiency, and effectiveness and address high-priority issues.

City-wide Strategic Priority Areas: Promoting economic development; Making government work

Manager: Robert Isom, Deputy AIG for Inspections and Evaluations

Supervisor: Alvin Wright, Jr., AIG for Inspections and Evaluations

Performance Measure 3.1: Number of inspection reports prepared

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	0	4	6	10	12
Actual	0	4	—	—	—

Performance Measure 3.2: Number of management reports prepared

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	0	0	3	4	5
Actual	0	7	—	—	—

Performance Measure 3.3: Number of follow-up reports on agency compliance with Office of Inspector General recommendations prepared

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	4	10	12
Actual	NA	NA	—	—	—

Goal 4. Heighten integrity awareness and fraud deterrence.

City-wide Strategic Priority Areas: Promoting economic development; Making government work

Manager: Ilene Nathan, Deputy Director

Supervisor: Sidney Rocke, Director

Performance Measure 4.1: Number of unusual incidents addressed at nursing and group homes including incidents resulting in injury or illness to a ward or resident of a nursing home, community residence facility, or group home for persons with mental retardation

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	600	600	600
Actual	NA	362	—	—	—

Performance Measure 4.2: Number of fraud cases initiated

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	40	50	60
Actual	NA	20	—	—	—

Performance Measure 4.3: Amount of recovered funds including damages assessed, penalties imposed, and overpayments recouped (millions of \$)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	0.5	1.5	2.5
Actual	NA	NA	—	—	—

Performance Measure 4.4: Number of division reports issued

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	12	18	25
Actual	NA	3	—	—	—

Office of the Chief Financial Officer

FY 2002 Proposed Operating Budget:	\$84,076,932
FY 2002 Proposed Capital Budget:	\$19,566,000
FY 2002–FY 2007 Proposed Capital Improvements Plan:	\$31,901,000

The Office of the Chief Financial Officer administers the financial management operations of the District of Columbia to assure fiscal stability and integrity, supports public services, and provides financial information to policy makers necessary for making informed decisions while minimizing the cost to the government.

Budget Summary

The FY 2002 proposed operating budget for the Office of the Chief Financial Officer is \$84,076,932, an increase of \$2,356,276, or 2.9 percent, over the FY 2001 approved budget (table AT0-1). The 1,036 full-time equivalents (FTEs) supported by the budget represent an increase of 10 from FY 2001 (table AT0-2).

The FY 2002 proposed capital budget totals \$19,566,000 for FY 2002 and \$31,901,000 for FY 2002–FY 2007 for four current capital projects. The capital program will address upgrades to the District's financial operations systems and improvements to the facilities that house the financial systems.

Strategic Issues

- Reengineer the program account structure to achieve activity-based accounting, performance-based budgeting, and effective labor cost analysis.

- Restructure the financial management functions of the District as a first step toward lowering the financial management overhead of the city while improving performance.
- Strengthen the relationship between the District's personnel and financial management systems and processes.

FY 2002 Initiatives

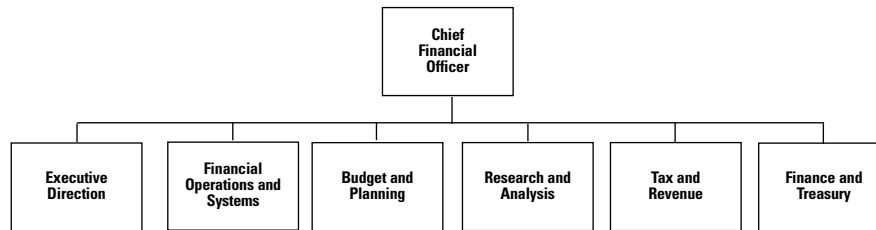
- Develop a business plan to effectively integrate District personnel and financial systems.
- Implement first phase of District-wide Performance-Based Budget (PBB) for the Metropolitan Police Department, Fire and Emergency Medical Services, Department of Motor Vehicles, Department of Public Works, D.C. Public Schools, Department of Human Services, Department of Health, and the Office of the Chief Financial Officer.
- Develop a plan to reduce the time needed to process an error-free tax document.

The FY 2002 proposed operating budget for the Office of the Chief Financial Officer is \$84,076,932, an increase of \$2,356,276, or 2.9 percent, over the FY 2001 approved budget.

The FY 2002 proposed capital budget totals \$19,566,000.

Figure AT0-1

Office of the Chief Financial Officer



- Increase delinquent account collections.
- Complete the implementation of the Integrated Tax System (ITS).

Agency Background

Public Law 93-198, the District of Columbia Home Rule Act, established the Office of the Chief Financial Officer in 1973. Under this act, the Chief Financial Officer reported to the Mayor.

In April 1995, Congress addressed the District's financial crisis with the enactment of Public Law 104-8, the District of Columbia Financial Responsibility and Management Assistance Act. This act established an independent Office of the Chief Financial Officer (OCFO) to restore financial integrity and fiscal responsibility to the District government. Under the act, the Mayor appoints the chief financial officer, with the consent of the D.C. Council. The chief financial officer can be removed only by the District of Columbia Financial Responsibility and Management Assistance Authority. The act also placed the following offices under the OCFO's authority: the Office of Financial Operations and Systems, including the Office of the Chief Information Officer; the Office of Budget and Planning; the Office of Grants Management and Development; the Office of Tax and Revenue; and the Office of Finance and Treasury.

During the past year OCFO met the challenge of producing the District's Comprehensive Annual Financial Report (CAFR) on time with an unqualified or "clean" opinion and delivering a fourth consecutive balanced budget.

The FY 2002 budget for the OCFO reflects an agency realignment as directed by the CFO in the summer of 2000. This realignment, which is

designed to improve the effectiveness and responsiveness of the office, affects more than 100 positions. In some cases, entire units are moved; in other cases, individual positions are moved because their particular duties are better placed in a different organizational unit. The realignment features the consolidation of information technology resources, the development of an enterprise office to spearhead the development and implementation of payroll and financial management systems, the consolidation of administrative support staff, and the creation of a working partnership between grant activities and economic research.

Programs

Figure AT0-1 displays the entities that make up the Office of the Chief Financial Officer, which operates six programs:

The **Financial Operations and Systems** program (FOS) is responsible for the District's accounting operations, including critical functions such as financial reporting and pay and retirement services. The program is also responsible for producing the comprehensive annual financial report, which presents the District's financial position at the end of each fiscal year. The program is also responsible for developing new information technology systems to manage the System of Accounting and Reporting (SOAR) and the technical aspects of the payroll systems.

The proposed FY 2002 budget from all funding sources for Financial Operations and Systems totals \$12,921,556 and supports 175 FTEs. The proposed local budget is \$10,037,026 and supports 119 FTEs. The proposed Other (O-type) funds budget is \$2,040,623 and supports 44 FTEs. The proposed intra-District budget is \$843,907 for

Table AT0-1

FY 2002 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Office of the Chief Financial Officer

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2001
Regular Pay - Cont. Full Time	43,468	42,432	46,372	3,940
Regular Pay - Other	2,063	2,301	1,662	-639
Additional Gross Pay	3,302	1,100	1,242	142
Fringe Benefits	7,434	7,598	7,351	-247
<i>Subtotal Personal Services (PS)</i>	<i>56,266</i>	<i>53,431</i>	<i>56,627</i>	<i>3,196</i>
Supplies and Materials	1,099	858	713	-145
Utilities	494	510	286	-224
Communications	1,894	969	1,253	283
Rent - Land and Structures	6,375	6,473	7,122	648
Janitorial Services	0	0	220	220
Security Services	0	0	843	843
Other Services and Charges	8,408	5,685	4,185	-1,501
Contractual Services	11,463	11,451	11,749	298
Subsidies and Transfers	531	1,250	145	-1,105
Equipment and Equipment Rental	819	1,093	935	-158
Debt Service	0	0	0	0
<i>Subtotal Nonpersonal Services (NPS)</i>	<i>31,084</i>	<i>28,290</i>	<i>27,450</i>	<i>(840)</i>
Total Proposed Operating Budget	87,350	81,721	84,077	2,356

Table AT0-2

FY 2002 Full-Time Equivalent Employment LevelsOffice of the Chief Financial Officer

	Actual FY 2000	Approved FY 2001	Proposed FY 2002	Change from FY 2002
Continuing full time	927.25	1,026	1,034	8
Term full time	101.50	0	2	2
Total FTEs	1,028.75	1,026	1,036	10

indirect costs associated with the implementation of various grants and supports 12 FTEs.

Budget and Planning prepares, monitors, analyzes, and executes the District's budget, including operating funds, capital funds, and enterprise funds, in a manner that ensures fiscal

integrity and maximizes service to taxpayers.

Budget and Planning advises policy makers on the District's budget and has primary responsibility for expenditure forecasts associated with the budget and financial plan.

The proposed FY 2002 budget from all funding

Table AT0-3

Capital Improvement Plan, FY 2000 - FY 2007

(dollars in thousands)

Office of the Chief Financial Officer

Cost Elements	EXPENDITURE SCHEDULE										
	Through FY 2000	Budgeted FY 2001	Total	Year 1 FY 2002	Year 2 FY 2003	Year 3 FY 2004	Year 4 FY 2005	Year 5 FY 2006	Year 6 FY 2007	6 Years Budget	Total Budget
a. Design	1,725	2,889	4,614	3,080	0	0	0	0	0	3,080	7,694
b. Site	0	0	0	0	0	0	0	0	0	0	0
c. Project management	9,569	1,349	10,918	1,146	0	0	0	0	0	1,146	12,064
d. Construction	3,787	1,808	5,594	300	1,032	0	0	0	0	1,332	6,926
e. Equipment	86,623	18,907	99,530	15,040	7,719	3,584	0	0	0	26,343	131,873
Total	101,704	24,953	120,656	19,566	8,751	3,584	0	0	0	31,901	158,667

FUNDING SCHEDULE											
a. Long-term financing	63,421	813	64,233	9,350	6,837	0	0	0	0	16,187	80,420
b. Tobacco securitization	0	0	0	0	0	0	0	0	0	0	0
c. Grants	0	0	0	0	0	0	0	0	0	0	0
d. Pay go	0	6,000	0	0	0	0	0	0	0	0	6,000
e. Hwy trust fund	0	0	0	0	0	0	0	0	0	0	0
f. Equipment lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative financing	66,881	2,000	68,881	0	0	3,256	0	0	0	3,256	72,137
h. Other	0	0	0	0	0	0	0	0	0	0	0
Total	130,302	8,813	133,114	9,350	6,837	3,256	0	0	0	19,443	158,557

sources for Budget and Planning totals \$4,455,586 and supports 56 FTEs. The proposed local budget is \$2,972,051 and 34 FTEs. The proposed intra-District budget is \$1,483,535 and 22 FTEs.

The **Research and Analysis** program is responsible for all policy analysis and revenue estimating activities of the OCFO. This includes providing fiscal impact statements, economic analysis and research in support of economic development, and analysis of all revenue sources. The program is also responsible for the revenue estimation and certification component of the budget, including tax and grants revenue, fees and charges, research on the tax code and tax compliance, and other studies either mandated or requested.

The proposed FY 2002 budget from all funding sources for Research and Analysis totals \$3,279,620 and 42 FTEs. The proposed local budget is \$1,243,248 and 16 FTEs. The proposed intra-District budget is \$2,036,372 and 26 FTEs for indirect costs associated with the implementa-

tion of various grants.

The **Tax and Revenue** program is the largest program in the OCFO and comprises 52 percent of the agency's total budget. The program ensures the fair, efficient and effective administration of the District's business, income, excise, and real property tax laws. The office processes tax returns and refunds, collects and records tax revenue, values property and records deeds, initiates tax compliance and collection efforts, and provides tax-related assistance and information.

The tax and revenue program was responsible for processing more than 1.1 million tax returns and collecting \$3.0 billion in tax revenue in tax year 2000. Two kinds of taxes constitute major sources of revenue to the District:

- Individual income tax collected from 283,699 income tax returns was \$1.1 billion, a 13 percent increase over FY 1999.
- Real property tax collections amounted to 96.6 percent of the real property tax levy, an

increase from 91.5 percent in FY 1999. These revenues were derived from the assessment of approximately 155,000 parcels with a total assessed value of \$43.3 billion.

The proposed FY 2002 budget from all funding sources for Tax and Revenue totals \$42,411,377 and 618 FTEs. The proposed local budget is \$41,212,966 and 616 FTEs. The proposed Other funds budget is \$1,129,049 and 1 FTE. The proposed intra-District budget is \$69,362 and 1 FTE for indirect costs associated with the implementation of various grants.

Finance and Treasury (OFT) manages the financed assets and liabilities of the District government. OFT manages the District's cash and liquid assets, handles all cash disbursements, conducts capital market borrowings, collects non-tax accounts receivables, and administers District retirement programs.

The proposed FY 2002 budget from all funding sources for Finance and Treasury totals \$15,836,419 and 90 FTEs. The proposed local budget is \$7,631,997 and 72 FTEs. The proposed federal budget is \$932,000 and 3 FTEs. The proposed Other funds budget is \$6,723,427 and 1 FTE. The proposed intra-District budget is \$548,995 and 14 FTEs for cashier services, competitive services, and indirect costs associated with implementing various grants.

The **Executive Direction** program includes the immediate staff of the chief financial officer and support units that provide communications and legal and financial management services for the District's core financial operations and the financial operations of the District's program agencies. The agency realignment moved the internal audit and internal security function so that they now report directly to the CFO.

The proposed FY 2002 budget from all funding sources for Executive Direction totals \$5,172,374 and 55 FTEs. The proposed local budget is \$5,076,191 and 54 FTEs. The proposed intra-District budget is \$96,183 and 1 FTE for indirect costs associated with the implementation of various grants.

The FY 2002 budget includes a \$64,918 decrease in fixed costs due to management reform savings.

Funding Summary

Local

The proposed local budget is \$68,173,479 a net increase of \$2,017,433, or 3 percent, over the FY 2001 approved budget. Of this net increase, there is a \$2,780,505 increase in personal services and a \$763,072 decrease in nonpersonal services. Local sources fund 911 full-time positions, a decrease of 1 from the FY 2001 approved budget. Refer to the FY 2002 Operating Appendices (bound separately) for details.

The change in personal services comprise:

- \$1,541,317 increase for the Management Supervisory Service
- \$1,000,000 decrease for Management Reform and Productivity Savings in FY 2001
- \$766,748 decrease in funding for the elimination of the Financial and Technical Services Division
- \$638,000 is an increase for forecasting, monitoring, budget execution and Performance-Based Budgeting staff for OBP
- \$531,484 is an increase for staffing for the annual property assessment initiative
- \$175,610 increase in funding for the College Savings Program
- \$80,842 increase to align the personal services budget with current authorized staffing levels
- \$1,580,000 increase for senior accounting staff for OFOS.

The change in nonpersonal services comprises:

- \$1,105,000 decrease in subsidies and transfers
- \$285,781 decrease in supplies and equipment
- \$690,509 net increase in utilities, telecommunications, and rent
- \$62,800 net decrease in other services and charges and contractual services.

Federal

The proposed federal budget is \$932,000, representing no change from the FY 2001 approved budget. Federal sources support the Electronic Benefits Transfer Program and 3 FTEs.

Other

The proposed Other budget is \$9,893,099, representing an increase of \$48,552, or less than one percent, over the FY 2001 approved budget. There

Table AT0-4

FY 2002 AT0 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Office of the Chief Financial Officer

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Approved FY 2001	Proposed FY 2002
Local	70,007	61,429	69,179	66,156	68,173
Federal	4,879	6,920	974	932	932
Other	5,588	7,694	8,181	9,845	9,893
Intra-District	5,382	9,217	9,017	4,788	5,078
Gross Funds	85,856	85,261	87,350	81,721	84,077

are 46 FTEs funded by other sources, an increase of 5 FTEs over the FY 2001 approved budget. This funding comes primarily from bank fees, unclaimed property fees, and federal retirement benefits processing.

Intra-District

The proposed intra-District budget is \$5,078,354, representing an increase of \$290,291, or 6.0 percent, over the FY 2001 approved budget. There are 76 FTEs funded by intra-District sources, an increase of 6 FTE over FY 2001.

Capital Improvements

The new proposed funding for the OCFO capital budget totals \$19,566,000 for FY 2002 and \$31,901,000 for FY 2002–FY 2007. Refer to the FY 2002 Capital Appendices (bound separately) for details. The agency will receive funding to accomplish the following:

- Renovation of the OCFO facility at 410 E Street, NW. The planned expenditure for FY 2002 is \$3,350,000 and \$4,187,000 for FY 2002–FY 2007.
- Conversion of the D.C. Public Schools and Fire EMS employee payroll functions from the Comprehensive Automated Personnel and Payroll System (CAPPS) and Metropolitan Police from the legacy UPPS system to the new INTEGRAL payroll system. This conversion process also will verify the quality of existing data in the UPPS/retirement database and transfer the data to the newly modified historical database. It will also maintain the current CAPPS software, apply needed system

changes, and assure the continuity of the UPPS/CAPPS payroll environment.

- Assure the quality of the data being converted into the INTEGRAL system. The planned expenditure for FY 2002 is \$6,000,000 and \$12,000,000 for FY 2002–FY 2007.
- Continue improvements in the automated systems for the administration of income, business, and real property taxes. The system capabilities will include scanning and imaging capabilities, electronic data interchange, on-line data adjustment, scheduling, and user-controlled reporting. The planned expenditure for FY 2002 is \$10,216,000 and \$15,714,000 for FY 2002–FY 2007.

The Office of the Chief Financial Officer's (OCFO) capital program is designed to provide financial systems that aid the OCFO in overseeing all financial management functions within the District.

Trend Data

Table AT0-5 and figure AT0-2 show expenditure and employment histories for FY 1998–FY 2002.

Agency Goals and Performance Measures

Goal 1. Serve as the District's command and control center for accounting operations, including financial reporting and payroll operations.

City-wide Strategic Priority Area: Making government work

Manager: Anthony S. Pompa, Deputy CFO for Financial Operations and Systems

Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Performance Measure 1.1: Number of quarterly interim closings

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	2	3	TBD
Actual	0	1	—	—	—

Performance Measure 1.2: Number of (unaudited) monthly flash reports prepared, comparing budget to actual figures

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	2	6	9	TBD
Actual	0	0	—	—	—

Goal 2. Prepare, monitor, analyze, and execute the District's budget in a manner that ensures fiscal integrity and maximizes service to taxpayers.

City-wide Strategic Priority Area: Making government work

Manager: Wayne B. Upshaw, Deputy CFO for Budget and Planning

Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Performance Measure 2.1: Number of National Advisory Council on State and Local Budgeting (NAC-SLB) "recommended budget practices" implemented (maximum of 44)

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	3	7	9	TBD
Actual	0	5	—	—	—

Performance Measure 2.2: Percentage of quarterly Financial Review Process reports submitted on time

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	75	100	100	TBD
Actual	0	75	—	—	—

Performance Measure 2.3: Percentage of agency budgets aligned with mayoral priorities

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	0	75	95	TBD
Actual	0	0	—	—	—

Performance Measure 2.4: Number of "outstanding" ratings by the Government Finance Officers' Association (GFOA) Distinguished Budget Awards Program received for the District's budget (maximum of 4)

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	1	2	2	TBD
Actual	0	0	—	—	—

Performance Measure 2.5: Number of financial planning documents prepared

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	45	45	45	TBD
Actual	25	45	—	—	—

Performance Measure 2.6: Average time to process a reprogramming (days)

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	15	15	10	TBD
Actual	40	15	—	—	—

Performance Measure 2.7: Number of agencies with budgets presented entirely in program-based terms

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	0	7	17
Actual	NA	NA	—	—	—

Note: FY 2002 performance will be measured by chapters in the FY 2003 Budget Book and FY 2003 performance by the FY 2004 Budget Book.

Performance Measure 2.8: Capital expenditures as a percentage of planned capital expenditures

	1999	2000	Fiscal Year 2001	2002	2003
Target	NA	NA	80	80	80
Actual	NA	59	—	—	—

Goal 3. Ensure the fair, efficient, and effective administration of the District's business, income, excise, and real property tax laws.

City-wide Strategic Priority Area: Making government work

Manager: Herbert Huff, Deputy CFO for Tax and Revenue

Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Performance Measure 3.1: Number of returns through E-file/Telefile/Internet filing (thousands)

	1999	2000	Fiscal Year 2001	2002	2003
Target	10.0	24.0	28.0	33.0	36.0
Actual	10.7	24.6	—	—	—

Performance Measure 3.2: Time to process an error-free tax document (days)

	1999	2000	Fiscal Year 2001	2002	2003
Target	15	15	15	15	15
Actual	11	13	—	—	—

Performance Measure 3.3: Delinquent account collections (millions of \$)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	55.0	66.4	68.0	72.8	78.2
Actual	58.6	67.4	—	—	—

Performance Measure 3.4: Number of taxpayers assisted (thousands)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	375.0	400.0	410.0	410.0	410.0
Actual	393.9	390.4	—	—	—

Performance Measure 3.5: Cycle time for business tax registration (days)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	1	1	1	1
Actual	NA	NA	—	—	—

Performance Measure 3.6: Percent of customer issues resolved in a single contact

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	85	85	85	85
Actual	NA	NA	—	—	—

Performance Measure 3.7: Percent of refunds issued within target time frame

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	90	95	95	95
Actual	NA	90	—	—	—

Performance Measure 3.8: Percent of payments deposited within zero-day target

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	95	90	95	95
Actual	NA	98	—	—	—

Note: FY 2001 target is projected to be lower than usual due to the ITS conversion of both income and business tax systems.

Performance Measure 4.1: Percent of time that the District maintains an investment grade bond rating

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	100	100	100	100	TBD
Actual	50	NA	—	—	—

Performance Measure 4.2: Cost of District's bank fees (millions of dollars)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	2.0	1.8	1.8	1.8
Actual	2.2	1.8	—	—	—

Performance Measure 4.3: Number of cash reports produced by the 15th of each month

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	9	12	12	TBD
Actual	0	9	—	—	—

Performance Measure 4.4: Percentage of daily cash reports completed

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	95	100	100	TBD
Actual	90	95	—	—	—

Performance Measure 4.5: Amount of unclaimed property claims (millions of \$)

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	NA	NA	7.0	10.0	TBD
Actual	4.1	4.2	—	—	—

Performance Measure 4.6: Number of District bank accounts

	Fiscal Year				
	1999	2000	2001	2002	2003
Target	1,200	1,100	678	220	220
Actual	1,500	1,078	—	—	—

Goal 4. Manage the assets and liabilities of the District government.

City-wide Strategic Priority Area: Making government work

Manager: N. Anthony Calhoun, Deputy CFO for Finance and Treasury

Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer